

Budget 2007



 CITY OF
VANCOUVER

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CITY OF VANCOUVER

OUR MISSION

To create a great city of communities, which cares about its people, its environment and the opportunities to live, work and prosper.

OUR VALUES

RESPONSIVENESS: To listen to all the people we work with and serve and to act in a timely and sensitive way.

EXCELLENCE: To strive for the best results.

FAIRNESS: To apply unbiased judgement and sensitivity.

INTEGRITY: To be open and honest and to honour our commitments.

LEADERSHIP: To set examples that others will choose to follow.

LEARNING: To increase knowledge and understanding in the workplace and in the community and to grow through our successes and our mistakes.

OUR OBJECTIVES

To enhance community and individual well-being — social, economic, and physical.

To protect and improve the environment.

To provide quality service equitably.

To create a challenging, safe, healthy, and rewarding workplace.

To be fiscally responsible.

To create good government through public participation, internal improvement, and constructive external relations.

Message to the City of Vancouver Council and Residents

The City of Vancouver is committed to providing Vancouver residents with a high quality of life, by enhancing City programs and services, and maintaining and investing in infrastructure and civic facilities, while maintaining our strong financial position. As a result of our efforts, the City of Vancouver has consistently been ranked as one of the most livable cities in the world.

We are pleased to present the 2007 Operating and Capital Budgets to members of City Council and the residents of Vancouver. The 2007 Operating and Capital Budgets provide funding for the services, programs and facilities that help make Vancouver a world-class city. This Budget publication sets out the framework within which the Operating and Capital Budgets were prepared, and summarizes the funding allocations approved by Council through the 2007 budget processes.

2007 OPERATING BUDGET (\$848 MILLION)

The Operating Budget covers the costs of City programs and services provided to Vancouver residents and businesses directly by the municipality. It also includes costs of those services purchased from outside agencies, such as the purchase of water and sewer services from the Greater Vancouver Regional District (GVRD) and emergency communication services from Emergency Communications for Southwest British Columbia (E-Comm). Property taxes, user fees and other sources of revenue fund these expenditures.

IMPROVEMENTS TO THE BUDGET PROCESS

To better plan for the year, the 2007 Operating Budget was approved two months earlier than its historical close in April. To expedite the budget process, in mid-2006, Council provided direction on a target property tax increase for 2007 and the public consultation process. This allowed the public consultation to occur in the fall (much earlier in the budget process compared to previous years) and provided clear direction to City Staff on the extent of adjustments that would be required to balance the budget.

2007 BUDGET CHALLENGES

The City faced a number of challenges in developing the 2007 Operating Budget, including:

- The annualized cost of new programs approved in 2006
- The cost of a number of significant priority funding requests – most notably, the request for 65 additional police officers for the Vancouver Police Department
- Creation and funding for an Olympic Legacy Reserve Fund
- Operating costs and services of new park facilities
- Higher than inflationary increases in salary, equipment, fuel and insurance costs
- The increased cost of services provided by outside agencies such as the Greater Vancouver Regional District (GVRD) and E-Comm
- Council's desire to have a property tax increase not to exceed four (4) per cent that includes new or expanded programs but excludes the impact of outside agencies

Along with the challenges to the Operating Budget, the issue of property taxes was put in the forefront with the appointment by Council of a three member Property Tax Policy Review Commission. This Commission was tasked with developing a long term policy

Message to the City of Vancouver Council and Residents

for defining and achieving a "fair" distribution of the property tax levy and addressing the perceived inequity in the share of the City of Vancouver's property tax levy that is paid by the non-residential property classes, as compared to the share paid by the non-residential property class. As well, the Commission was tasked with developing a strategy to enhance the stability and predictability of property taxes for individual properties, in the face of sudden, large year-over-year increases in market value within property classes. Interim recommendations for 2007 were reported to Council on February 13, 2007 and final recommendations are expected in July 2007.

PUBLIC CONSULTATION

Before making final decisions on the budget, the Mayor and Council sought input from the public by asking residents and businesses whether they preferred to either raise taxes in order to sustain existing service levels, cut services to help cover the shortfall, or a combination of the two. The public was also asked to rate three broad objectives, in terms of priority, around the establishment of a \$20 million Olympic Legacy reserve fund over the next four years, in preparation of the 2010 Olympic and Paralympic Games. The consultation process involved the following:

- Four public meetings were held throughout the City, giving the public an opportunity to provide input on budget issues;
- A flyer with a questionnaire, issued in both English and Chinese, (total of 237,725 copies) was distributed through the local newspapers, in City facilities, through the City's network of business improvement areas (BIAs) and on the City's website; and,
- a telephone public opinion poll of 601 residents and 350 businesses was conducted.

The common themes from these consultative efforts were the following:

- Residents supported a tax increase above the level of local inflation (two per cent) in order to limit service reductions, while businesses preferred to limit the property tax increase to the rate of inflation
- Residents ranked as their highest priority an Olympic Games that met sustainability and accessibility objectives, while businesses ranked a safe, festive and welcoming city to its visitors during the Olympic Games as their highest objective
- As part of the survey, residents and businesses were asked if they wanted to identify any other Olympic priorities for the City. Of those that replied, the most frequent objective mentioned by both residents and businesses was that the Games remain within budget, so as not to be a tax burden to the City's taxpayers

BALANCING THE 2007 OPERATING BUDGET

In order to balance the 2007 Operating Budget, City Council had to make some difficult decisions. Council based their decisions on information from the public consultation process and recommendations from the Corporate Management Team. City Council approved:

- Corporate adjustments (\$3.4 million) and revenue increases (\$1.7 million) that do not impact direct services:
 - Reduced New and Non-Recurring Budget
 - Reduced Contingency Reserve
 - Reduced Strategic Initiative Fund

Message to the City of Vancouver Council and Residents

- An increase in estimated salary savings due to employee turnover
- Increased corporate and departmental revenues of \$1.7 million such as increased parking revenues
- Adjustments to departmental budgets totaling \$1.5 million that, for the most part, did not impact directly on services or staff, and protected park and library services
- New or expanded programs, costing \$2.8 million in 2007

The Preliminary Operating Budget included a request from the Olympic and Paralympic Operations Office proposing the creation of an Olympic Legacy Reserve Fund, and the funding of the reserve for \$5 million for each of the next four years. However, given the public's concern over the potential impact of this reserve on property taxes, Council supported the Corporate Management Team recommendation to approve the creation of the Olympic Legacy Reserve Fund but defer the decision on funding. City staff is to report back later in 2007 with specific guidelines for the use of Olympic Legacy Funds as well as a funding strategy that minimizes the impact on property taxes.

Council also received a report from the joint City/Vancouver Police Department (VPD) Steering Committee on Patrol Deployment, recommending an increase of 65 patrol officers for the Vancouver Police Department. This report, which is a comprehensive review of the department's Patrol Operations, was completed as part of phase two of the joint VPD/City Operational Review. Council approved 17 new patrol officers with funding subject to the Department reporting back on the Vancouver Police Union's agreement on the proposed shifting schedule that better aligns officers to expected calls.

PROPERTY TAXES AND USER FEES

With these adjustments in place, City Council approved a 3.98 per cent increase in the municipal property tax levy to bring the budget into balance. This reflects a 3.51 per cent increase for growth in City costs including programs approved by Council in 2006 and 2007, and a 0.47 per cent increase in outside agency costs related to the E-Comm levy, increases to the regional sewerage levy and loss of property tax revenues due to the exemption by the B.C. government of certain Port of Vancouver properties.

Council also approved adjustments in user fees for the City's three utility operations. Overall, the cost of providing water, sanitary sewer and solid waste services to residential properties increased by 4.3 per cent from \$651 to \$679.

Finally, taking into account the interim recommendations from the Property Tax Commission, Council approved the shifting of the tax distribution by two per cent from non-residential to residential properties, in effect increasing the average homeowner's property tax by approximately eight per cent over 2006. Council also approved to continue with the Land Assessment Averaging Program.

With the increase in property taxes, increase in utility fees, and the change in property tax distribution, the cost of providing City services to the average residential property in Vancouver valued in 2007 at \$696,000 (based on a 3-year average land assessment) increased by 6.9 per cent from \$2,211 in 2006 to \$2,364 in 2007.

Message to the City of Vancouver Council and Residents

2007 CAPITAL BUDGET (\$222 MILLION)

City Council plans its capital expenditure program over a three-year time horizon. The Capital Plan and associated financial plans are developed so that the necessary borrowing authority can be sought from the voters during the triennial civic election. The Capital Plan provides for the infrastructure and facilities that are needed to support the operations of the City, including sewer, water, streets, parks and civic facilities.

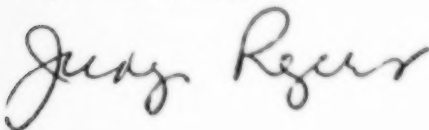
The 2007 Capital Budget is the second budget related to the 2006-2008 Capital Plan. The budget totals \$221.85 million. Of this amount, 65 per cent is provided from debenture funding, eight per cent from the Operating Budget, four per cent from Development Cost Levies and Community Amenity Contributions, and another 23 per cent from senior governments and other contributors. The majority of the 2007 Capital Budget provides for the Community Legacy Projects related to the 2010 Olympic Games (27 per cent), the road network (25 per cent), maintenance and improvement of our water and sewer infrastructure (19 per cent), and the public safety projects (11 per cent).

CLOSING REMARKS

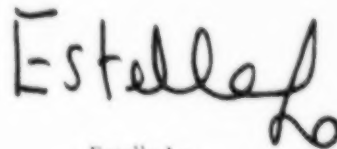
The 2007 Operating and Capital Budgets reflect the careful deliberations of members of City Council and staff. The City continues to pursue opportunities for efficiencies in meeting budget challenges while ensuring that the services and programs we provide to residents make Vancouver a desirable place to live, work and visit.

We would like to take this opportunity to recognize the significant commitment that went into the development of the 2007 Operating and Capital Budgets by members of City of Vancouver Council, the Corporate Management Team, and staff in the various civic departments and Boards.

Respectfully submitted,



Judy Rogers
City Manager



Estelle Lo
Director of Finance

Mayor & Council



MAYOR
SAM SULLIVAN



SUZANNE ANTON



ELIZABETH BALL



DAVID CADMAN



KIM CAPRI



GEORGE CHOW



HEATHER DEAL



PETER LADNER



B.C. LEE



RAYMOND LOUIE



TIM STEVENSON

Corporate Management Team

The Corporate Management Team (CMT) provides recommendations to City Council as well as corporate leadership to staff in implementing Council directives and in day-to-day administration. The CMT is made up of the City Manager, Deputy City Manager and the heads of the City's service groups.

CITY MANAGER	J. Rogers, M.P.A.
DEPUTY CITY MANAGERS	J. Andrews, P. Eng. J. Ridge, M.A., M.P.A.
DIRECTOR OF LEGAL SERVICES	F. Connell, L.L.B.
GENERAL MANAGER OF COMMUNITY SERVICES	J. Forbes-Roberts, BA HON, BSC Arch
CHIEF CONSTABLE	J. Graham
GENERAL MANAGER OF FIRE AND RESCUE SERVICES	R. Holdgate
GENERAL MANAGER OF CORPORATE SERVICES/ DIRECTOR OF FINANCE	E. Lo, B. Comm, M.B.A., C.M.A.
GENERAL MANAGER OF PARKS AND RECREATION	S.J. Mundick, B.R.I.S., R.D.M.R.
GENERAL MANAGER OF OLYMPIC AND PARALYMPIC OPERATIONS	D. Rudberg, P. Eng.
GENERAL MANAGER OF ENGINEERING SERVICES	T. Timm, P. Eng.
DIRECTOR OF VANCOUVER PUBLIC LIBRARY/ CITY LIBRARIAN	P. Whitney, M.L.S.
GENERAL MANAGER OF HUMAN RESOURCE SERVICES	M. Zora, B. Comm.

City of Vancouver 2007 Budget at a Glance

OPERATING BUDGET

\$ 848 MILLION



CAPITAL BUDGET

\$ 222 MILLION



A World-Class City

Vancouver has been consistently ranked as one of the most livable cities in the world. Maintaining quality of life means having excellent public services. The 2007 Operating and Capital Budgets provide the funding for the services, programs and facilities that help make the City of Vancouver a world-class city.

WHAT WE DO

The City of Vancouver provides a diverse set of services to the public.

FIRE AND POLICE PROTECTION	RECREATION PROGRAMS
GARBAGE DISPOSAL	LIBRARY SERVICES
BY-LAW ENFORCEMENT	ANIMAL CONTROL
WATER AND SEWERAGE SERVICES	STREET AND TRAFFIC SERVICES
INFORMATION SERVICES	ZONING AND BUILDING REGULATIONS
COMMUNITY FACILITIES AND SERVICES	CITY PARKS



2007 Operating Budget at a Glance

The Operating Budget funds the day-to-day operations of City services, programs, facilities and administration.

REVENUES

(\$ 000's)

PROPERTY TAXES	\$ 535,886
USER FEES & SUNDRY REVENUES	\$ 161,272
UTILITY FEES	\$ 143,600
TRANSFERS	\$ 7,160
TOTAL REVENUES	\$ 847,918

EXPENDITURES

GENERAL ADMINISTRATION	\$ 65,544
SERVICES AND PROGRAMS	\$ 698,673
DEBT, CONTINGENCY & TRANSFERS	\$ 83,701
TOTAL EXPENDITURES	\$ 847,918

Budget Process Highlights

City Council's leadership and corporate decision-making were key factors in determining the 2007 budget.

LEADERSHIP



Commitment to minimize property tax increases while addressing public service needs when making decisions for balancing the budget

Commitment to involving the public when making decisions for balancing the budget

CORPORATE APPROACH



Process driven by Council's strategic priorities

Involvement of staff, boards and the public

Corporate decision-making

OUTCOME



A financially sound budget

Budget presented met Council's objectives

The Budget Process – Summary



SUMMER 2006

- Budget instructions/guidelines distributed
- Salary estimates completed
- Council direction on property tax increase and public consultation

SEPTEMBER to NOVEMBER 2006

- Department target budgets prepared
- Preliminary Operating Budget Estimates reported to Council
 - Staff briefings with Council, Boards, and Unions
 - Public Consultations
- Detailed administrative reviews conducted

DECEMBER 2006 to JANUARY 2007

- Corporate Management Team strategy sessions
 - Utility budgets and rates set by Council
- Preliminary Property Assessment Information Received
 - Council reports on major funding requests
 - Workshop with Council
- Department budget briefings with Council

FEBRUARY to MARCH 2007

- Corporate Management Team strategy sessions
- Interim Operating Budget Estimates reported to Council
 - Public speakers on Interim Operating Budget
 - Final Operating Budget
- Property Tax Policy Review Commission – Interim Report

APRIL 2007

- Tax Reports: Tax Shift & Three-Year Land Assessment Averaging

MAY 2007

- Set tax rates

MAY to DECEMBER 2007

- Mid-Year reviews of City's budget position performed in May and August
- Final Report from the Property Tax Policy Review Commission in July

The Budget Process

The 2007 Operating Budget's general preparation, review and approval process was as follows:

▼ SUMMER 2006

- Reviewed 2007 expenditure requirements
- Reviewed economic factors and statutory requirements
- Provided budget preparation guidelines to service groups
- Completed detailed salary estimates
- Council instructed staff to bring forward options to achieve a target tax increase not to exceed four per cent that includes the cost of new or expanded programs but excludes the impact of outside agencies
- Council provided direction to staff on implementing a public consultation process

▼ SEPTEMBER TO NOVEMBER 2006

- Council appointed an independent tax commission to review the issue of how the City's property tax levy should be allocated among the property classes. Interim recommendations were to be presented in March with final report to Council due in July 2007
- Staff completed budget targets for each service group based on budget preparation guidelines
- Preliminary Budget Report presented to Council. The report described the preliminary budget position including a description of budget drivers and challenges and additional funding requests being addressed as part of the Operating Budget
- Staff briefings of Council, Boards, and Unions on the 2007 Operating Budget preliminary estimates
- Staff implemented public consultation program of both residents and businesses (phone survey, public meetings and newspaper flyer) as instructed by Council
- Staff conducted detailed administrative reviews of revenue and expenditure estimates

▼ DECEMBER 2006 TO JANUARY 2007

- Staff developed strategies to meet Council directives:
 - non-service area budget adjustments
 - corporate revenue adjustments graded on the basis of service impacts
 - service area budget adjustments graded on the basis of service and staff impacts
 - set priorities for new or additional funding requests
- Council set 2007 utility budget and fees
- City notified B.C. Assessment Authority that the City may consider three-year land averaging for the 2007 property tax calculation
- BC Assessment Authority provided update to Council on assessment roll used to calculate property taxes
- Council reports presented for Council's information on major new or additional funding requests
- Departments conducted budget workshops with Council detailing each service group's potential budget adjustments

The Budget Process

▼ FEBRUARY TO MARCH 2007

- The Vancouver Police Department (VPD), along with City staff, presented to Council an update of the Operational Review of the Vancouver Police Department and the results of the Patrol Deployment Study
- Interim Budget Report presented to Council:
 - Staff presented an updated budget position
 - Staff updated Council on the results of the public consultation
 - Staff provided options to balance the budget to achieve a tax increase not to exceed four per cent
- Public provides comments on proposed budget strategies
- Based on Council priorities, options presented by Staff and public consultations, Council approved a number of funding requests and approved the final 2007 Operating Budget with a 3.98 per cent tax increase
- Property Tax Policy Review Commission presented interim recommendations to Council proposing a one to two per cent shift of the 2007 tax levy from non-residential to the residential class as well as continue with the Land Assessment Averaging Program
- BC Assessment Authority finalized 2007 assessment roll used to calculate property taxes

▼ APRIL 2007

- Council approved the continuation of three-year land averaging for the 2007 property tax calculation
- Council provided direction to apply the 3.98 per cent property tax increase differentially so that the entire increase is allocated to the residential classes and the non-residential tax levies are frozen at the 2006 level, achieving a tax distribution of approximately 47.3 per cent residential and 52.7 per cent non-residential

▼ MAY 2007

- Council approved the 2007 Rating By-Laws

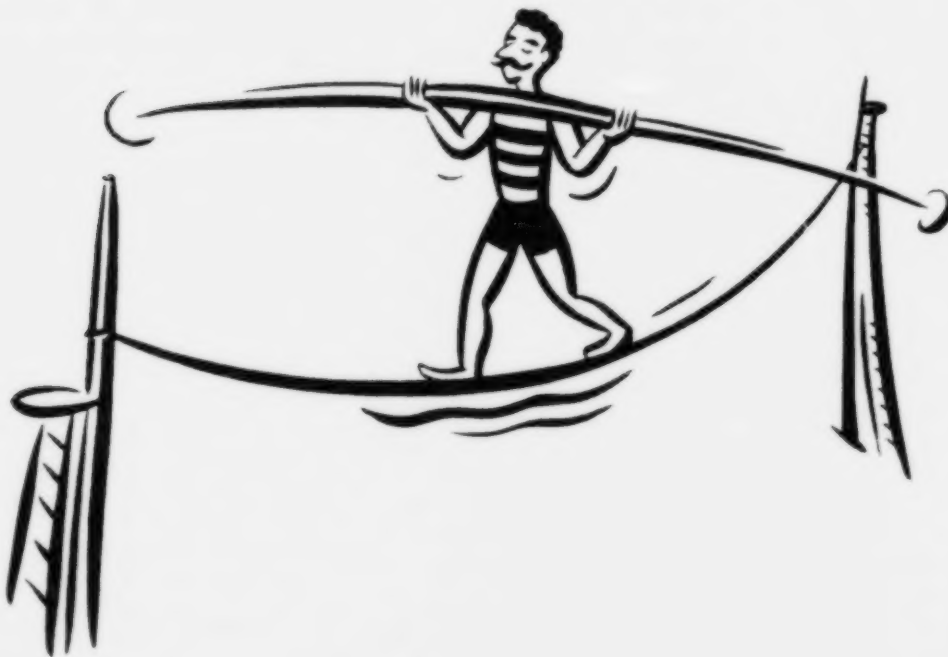
▼ MAY TO DECEMBER 2007

- Budget will be adjusted throughout the year to reflect decisions of Council made during the year
- Property Tax Policy Review Commission to present final report and recommendations to Council in July 2007
- Mid-year reviews of budget position are conducted in May and August that include year-end projections for each service group

Challenges Facing the City

Council policy has been to maintain a balanced Operating Budget. This not only ensures a high level of accountability, but also requires Council to find an acceptable balance between the inflationary increases in the cost of City services, the demands for new services and the desire to limit increases in property taxes.

In July 2006, Council provided direction to staff to report back with a strategy to achieve a 2007 budget with a property tax increase not to exceed four per cent, including the cost of new initiatives. To continue to maintain 2006 service/program levels, there was a potential 4.8 per cent increase in property taxes while additional funding requests, including the request from the Vancouver Police Department and the funding of the Olympic Legacy Reserve Fund, brought the property tax increase to 6.6 per cent. Consequently, building the 2007 Operating Budget posed a number of challenges in order to meet Council's direction.



Challenges Facing the City

RIISING COSTS OF BASIC SERVICES & ADDITIONAL FUNDING REQUESTS

BUDGET DRIVERS	POTENTIAL IMPACT ON TAXES (\$)	EXPLANATION
INFLATIONARY COSTS 	+ 13.9 million	Increases on salaries (including a provision for 2007 wage settlement for all City employees), fringe benefits and non-salary costs, such as fuel, natural gas, and hydro
NEW PROGRAMS APPROVED IN 2006 	+ 6.5 million	The 2007 Operating Budget includes new programs and initiatives approved in 2006 such as: - Operating costs related to the upgrading of Park Board facilities and services funded in the Capital Budget - Community initiatives such as the Sport Hosting and Vancouver Sport Strategy and the opening of the Kensington Library Branch in late 2007 - Increased investment in the City's cultural programs - Increased resources to improve the City's development application process - A number of planning initiatives such as: increased staffing for Visions implementation, permanent program funding for the Area Planning group and the updating of the City's heritage register - Public Safety initiatives such as: the staffing increases for the Vancouver Police Department (125 positions related to the Staffing Review in 2005, Phase I of the the VPD Operational Review completed in 2006 and the transfer back of the Jail Operations from the Province to the City in 2007), and increased Fire equipment-related costs
EXTERNAL IMPACTS 	+ 2.3 million	- Increases in E-Comm levies related to the provision of emergency radio and dispatch services - Increases in the Greater Vancouver Sewerage & Drainage (GVSD) levies due to sewage treatment and debt costs - The loss of property tax revenues due to the exemption by the B.C. government of certain Port of Vancouver properties
CONTRIBUTION TO THE CAPITAL PROGRAM 	+ 4.9 million	Cost of capital borne by the Operating Budget increased in 2007 mainly due to the anticipated increase in borrowing requirements

Challenges Facing the City

RIISING COSTS OF BASIC SERVICES & ADDITIONAL FUNDING REQUESTS

BUDGET DRIVERS	POTENTIAL IMPACT ON TAXES (\$)	EXPLANATION
UTILITY EXPENDITURES 	+ 10.9 million	- Increased debt costs for the Sewer Utility's capital program and increased regional sewerage levy was the primary driver for a 5.6 per cent increase in sewer user fees - GVRD water costs increased by 18 per cent due to regional capital filtration projects, yet the water utility rate increase was limited to 6.0 per cent by managing water utility rates and reserves over a long-term horizon - Due to the cost of automating the yard trimmings collection program and the popularity and related increases in volumes, the fee for yard trimmings increased by an average of 27 per cent while the fees for garbage and recycling collection remained unchanged
NEW FUNDING REQUESTS FOR 2007 	+ 8.8 million	- New funding requests were identified and prioritized by the Corporate Management Team: - As part of Phase II of the VPD/City Operational Review, the completed Patrol Deployment Study requested an additional 65 sworn officers be added to the authorized staff of the VPD - The establishment of permanent funding for the City's Official Visits and Events Protocol Office - Additional funding requested for the research and development of a sports strategy - Additional funding to complete the City's Homeless Action Plan - Additional resources to complete the development permitting process - Permanent funding to establish the Drug Policy Program - Support for future area planning programs - Resources for planning around the Southeast False Creek - Multilingual Communications Coordinator - Purchase of Vehicular Repeaters for the Vancouver Fire Department - Resource to consolidate Property Information - Occupational Health and Safety Officer - The request to establish an Olympic Legacy Reserve Fund with annual funding of \$5 million for the next four years - Administrative requirements with available funding sources

Challenges Facing the City

RIISING COSTS OF BASIC SERVICES & ADDITIONAL FUNDING REQUESTS

BUDGET DRIVERS	POTENTIAL IMPACT ON TAXES (\$)	EXPLANATION
REVENUES/ TRANSFERS 	-6.6 million	- Increases to non-taxation and non-utility revenues helped lessen the burden on property taxes: – parking meter program – Service and Inspection Fees – Park Board and Civic Theatres revenues – Short term investment revenues - Taxation Revenue impacts include: – Increased property taxes from new construction – Declining interest and penalties due to improved collection of property taxes – Increased provision for tax adjustments due to increased number of assessment appeals - Provincial Contributions from Traffic Fine Revenue Sharing and Gaming Revenue increased in 2007 by \$0.4 million to \$17.9 million. The City's share of total Provincial Traffic Fine Revenues for 2007 is estimated at \$12.5 million, which is unchanged from 2006. Gaming Revenue is expected to be higher by \$400,000 based on the full year's operations of the Edgewater Casino in 2006

Citizen Input

City Council initiated a public consultation process to gauge the opinions of Vancouver residents on: the City's services and taxation choices to balance the 2007 Budget; the distribution of taxes between residential and commercial properties; and increasing staffing for the Vancouver Police Department.

The City embarked on a three-stage process:

STAGE 1 - PUBLIC OPINION SURVEY

A public opinion survey was undertaken by Mustel Group Ltd. Advance notices were sent out to those chosen in the random survey. This advance notice directed property owners to the City's website which included background information on the City's budget and budget process. By sending out the notice, those surveyed are more likely to participate and to have some knowledge of the City's budget. The random telephone survey of 601 residents and 350 businesses across the City showed Vancouverites feel they get good value from the City for their tax dollars.

STAGE 2 - CITY CHOICES 2007

City Choices 2007 involved the distribution of an information flyer (in English and Chinese) in local and Chinese language newspapers, libraries, community centres, the City's website, and the City's network of Business Improvement Areas (BIA's). City Choices also included feedback mechanisms such as a message line, an e-mail address and a mini-questionnaire that could be faxed, filled in over the internet or mailed back to the City. Results from the survey were in-line with the Public Opinion Survey.

See 2007 City Choices tab for a copy of the flyer.

STAGE 3 - PUBLIC MEETINGS

As part of Community outreach, four public meetings were held throughout the City. These meetings gave the public an opportunity to provide input on a number of budget issues.

The structure of the meetings included:

- staff presentation that provided a brief overview of the 2007 Budget
- participants asking questions and/or making comments on the issues they felt were important

For detailed reports on the on the public consultations visit:

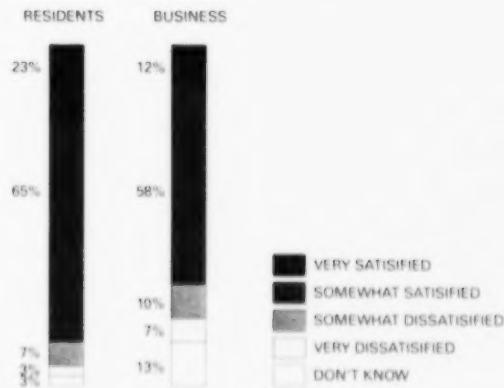
<http://vancouver.ca/ctyclerk/ccclerk/20070213/documents/rr2a.pdf>

Citizen Input

The following charts summarize some of the key findings from the Public Opinion Survey:

WHAT DID THE PUBLIC SAY ABOUT NEW CITY SERVICES AND LEVEL OF TAXATION?

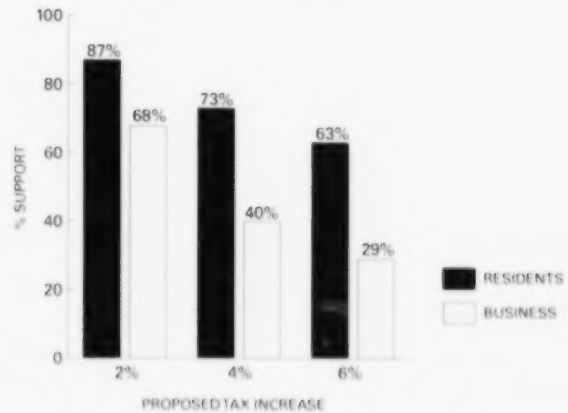
LEVEL OF SATISFACTION WITH CITY SERVICES



CONCLUSION

Majority of residents and business have a general satisfaction in City services

WILLINGNESS OF HOMEOWNERS AND BUSINESSES TO PAY A PROPERTY TAX INCREASE TO BALANCE THE BUDGET



CONCLUSION

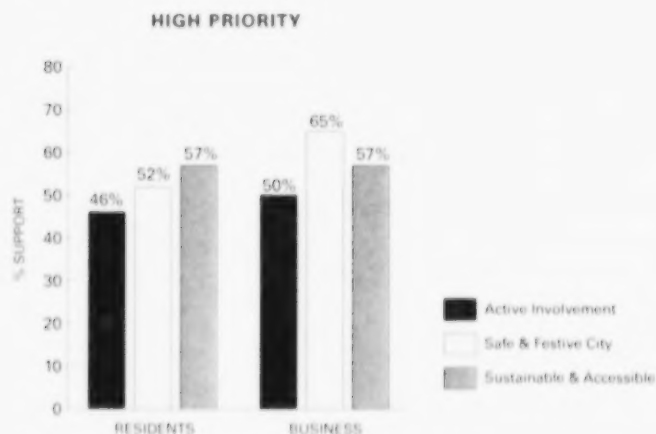
Residents are willing to support for tax increase of four per cent in order to protect City services, while businesses are more sensitive to property tax increases and are supportive of a two per cent tax increase

Citizen Input

WHAT DID THE PUBLIC SAY WERE THE PRIORITIES FOR THE 2010 OLYMPIC OBJECTIVES?

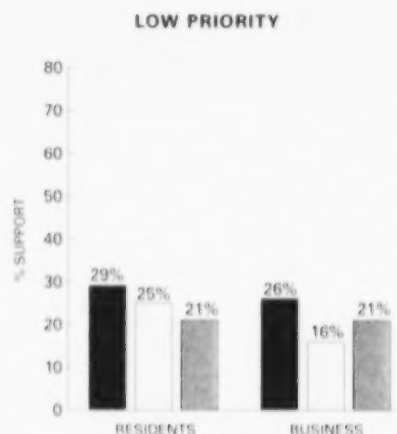
The respondents were informed of the proposal to establish a \$20 million Olympic Legacy reserve fund over the next four years in order to prepare for the games. They were then asked to rank the following three broad objectives in terms of priority on a five point scale:

- To develop programs which would enable the City's citizens, its diverse communities and businesses to be actively involved in the preparation and hosting of the Games
- To ensure that the Games meet the City's sustainability and accessibility objectives by protecting the environment and promoting long-term economic and social benefits to the City's residents and businesses
- To ensure that the many visitors to Vancouver will enjoy their stay in a safe, clean, festive and welcoming city



CONCLUSION

Though almost all objectives were considered a high priority, residents placed priority on the Sustainability and Accessibility objective, while businesses placed priority on the Visitor Safety and Enjoyment objective.



CONCLUSION

For those who rated the objectives as low, both residents and businesses ranked the Active Involvement objective the lowest.

The survey also asked respondents if they have other objectives related to the creation of an Olympic Legacy Reserve. Of the 180 residents and 89 businesses that responded, 38 per cent of the residents and 42 per cent of the businesses identified cost related concerns. In other words, that there be no cost over-run, that the Olympics stay on budget and does not become a tax burden to the City's taxpayers.

Source: Mustel Group Market Research - City of Vancouver 2007 Budget Allocation Study - Wave 9, December 2006

Balancing the Budget

The Director of Finance, in conjunction with the Corporate Management Team, developed a series of proposals to balance the budget. The adjustments were categorized on the basis of impact on services to the public and City staffing. Council deliberated over the options and chose a number of adjustment options that included corporate adjustments, departmental adjustments and increased revenues. The final budget that was approved resulted in a 3.98 per cent tax increase.

With a 3.98 per cent tax increase, the budget can be summarized as follows:

MAJOR BUDGET DRIVERS	2007 BUDGET IMPACTS		
	FTE ¹	\$MILLION	TAXATION
Base Funding to Maintain Service Levels		\$20.77	4.33%
Charges from Outside Agencies – E-Comm/GVRD/etc.		\$2.30	0.47%
Corporate Adjustments			
– Reduced New and Non-Recurring Budget		(\$1.20)	
– Reduced Strategic Initiative Fund		(\$0.50)	
– Reduced Contingency Reserve		(\$0.90)	
– Increased Employee Turnover ²		(\$0.84)	
Total Corporate Adjustment		(\$3.44)	(0.71)%
Corporate Revenue Adjustments			
– Parking Meter Revenue		(\$1.00)	
Total Corporate Revenue Adjustment		(\$1.00)	(0.21)%
Departmental Adjustments			
– Expenditures		(\$1.53)	
– Revenues		(\$0.73)	
Total Departmental Adjustments		(\$2.26)	(0.47)%
Funding Requests Approved by Council ³	25.0	\$2.76	0.57%
NET BUDGET CHANGE		\$19.13	3.98%

¹ Regular full-time or part-time positions

² The increase in turnover is distributed to all departments and Boards

³ Exclude those funding requests with funding sources



Balancing the Budget

APPROVED ADDITIONAL FUNDING REQUESTS – SUMMARY

After hearing from the public and information from Departments, Council approved the following funding requests resulting in a 0.57 per cent tax increase.

FUNDING SOURCES	FTE ¹	IMPACT (\$000)			
		2007	TAX %	2008	TAX %
Police Staffing – 17 officers	17	900	0.19%	1,787	0.18%
By-law Prosecutor	1	100	0.02%	100	0.00%
Official Visits and Protocol Funding		228	0.05%	228	0.00%
Vancouver Sports Strategy		150	0.03%	0	-0.03%
Homelessness Action Plan		100	0.02%	0	-0.02%
Permitted Resource Strategy	2	154	0.03%	144	0.00%
Support for Future Area Planning Programs	3	167	0.03%	223	0.01%
Multilingual Communications Coordinator	1	59	0.01%	59	0.00%
Vancouver Fire Department Vehicle Repeaters		181	0.04%	156	-0.01%
Consolidation of Property Information		83	0.02%	87	0.00%
Community Services OH&S Practitioner	1	35	0.01%	35	0.00%
SEFC Extension of two Temporary Planners		71	0.01%	71	0.00%
Vancouver Economic Development Commission		133	0.03%	90	-0.01%
2010 Garden Plots and Youth Politik Program		101	0.02%	51	-0.01%
Cultural Tourism Strategy		300	0.06%	300	0.00%
TOTAL	25	2,762	0.57%	3,331	0.11%

¹ Regular full-time and part-time positions

POLICE STAFF INCREASE

In 2005, a project team of Vancouver Police Department and City staff was established to conduct an Operational Review of the Police Department. This builds on an independent review(s) completed in 2005 in which the Department increased their staff by 184 between 2005 and 2006.



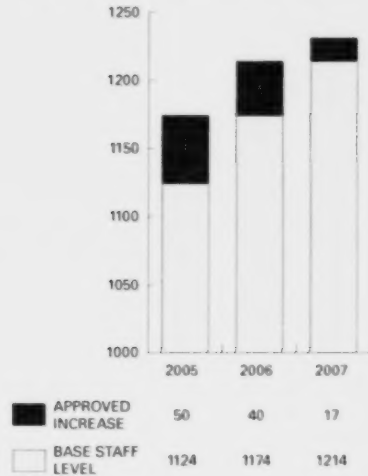
The Operational Review is to be completed over two years. Phase I of the Operational Review was reported as part of the 2006 Operating Budget and included a strategic operating plan, a civilianization review, preliminary overtime study, and identification of shared services opportunities. As a result of Phase I, Council confirmed part of the staff increase approved in 2005 including the civilianization of 19 sworn positions and overtime savings of \$0.8 million per year.

In early 2007, as part of Phase II of the Operational Review, the Vancouver Police Department completed their Patrol Deployment Study and presented its findings to Council. The study focused on improving three performance benchmarks: utilization rates (the amount of time available for proactive policing versus reactive policing); response time for priority one calls and the correlation between call load and staffing. Taking input from the Steering Committee (that recommended 65 officers) and the public, Council approved an additional 17 sworn officers to allow the Department to implement some internal efficiency and to create one metro roving unit to deal with serious calls across district boundaries. Funding approved for the additional officers is contingent on the Department obtaining approval from the Vancouver Police Union on the shifting proposals included in the Patrol Deployment Study.

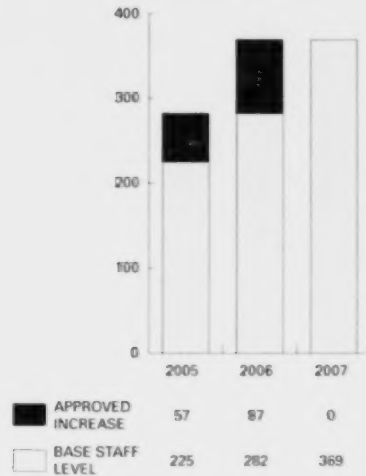
Balancing the Budget

Along with this operational review, the Department has also taken on the function from the Province of operating its own Jail. All together these initiatives have resulted in the Vancouver Police Department expanding its staffing levels by 18.6 per cent since 2005.

VPD AUTHORISED SWORN STRENGTH



VPD CIVILIAN STAFFING



CULTURAL TOURISM STRATEGY

Council approved an increase of \$300,000 to be used and leveraged with the arts and cultural community to support cultural tourism strategies, such as the celebration of the City's 125th anniversary. Funding has been located in Contingency Reserve pending a report back by staff of a business plan and identification of opportunities for joint planning and funding associated with the 2010 Games.



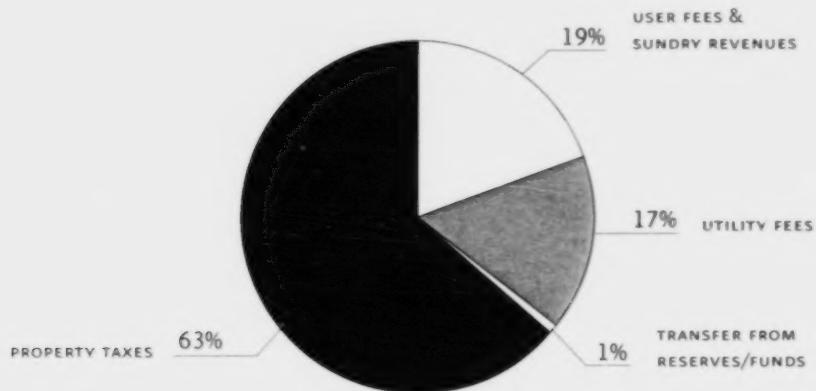
OLYMPIC LEGACY RESERVE FUND

As noted, the Olympic and Paralympic Operation Office submitted a proposal to Council to create an Olympic Legacy Reserve Fund and to fund the reserve at \$5 million for each of the next four years.

Through the public consultation process there appears to be general support for the three objectives of the Olympic Legacy Reserve Fund. However, there was concern from the public that the funding requirements of the Reserve Fund could have a negative impact on property taxes. As a result, Council approved the staff proposal that the Legacy Reserve Fund be created, but asked staff to report back in 2007 on specific guidelines for the use of Olympic Legacy Funds and a funding strategy that minimizes the impact on property taxes.

Where Does the Money Come From?

The Operating Budget is funded by a combination of property taxes, utility fees, user fees and sundry revenues (which includes Provincial revenue sharing), and internal reserves/funds. Property taxes account for 63 per cent of the total revenue.

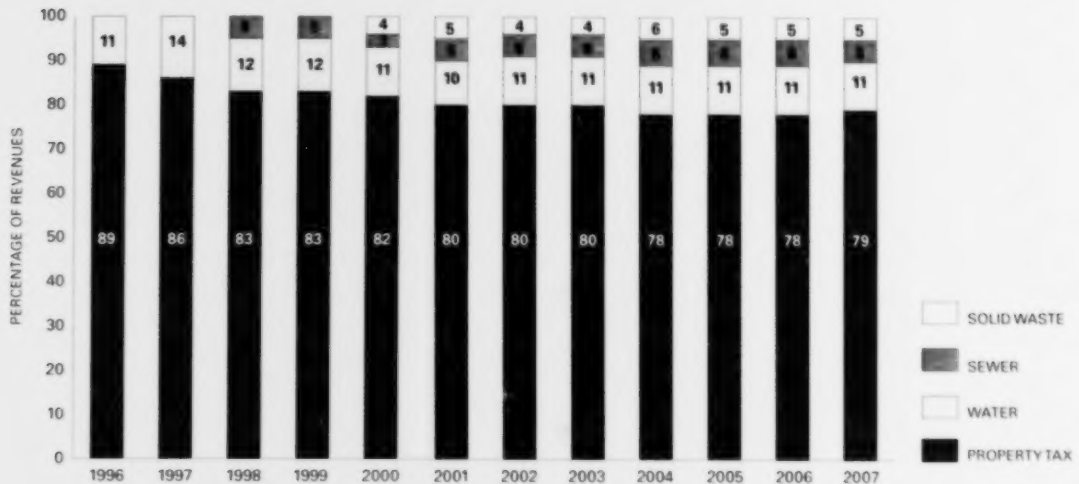


2007 OPERATING BUDGET \$844 MILLION

Changing Revenue Sources

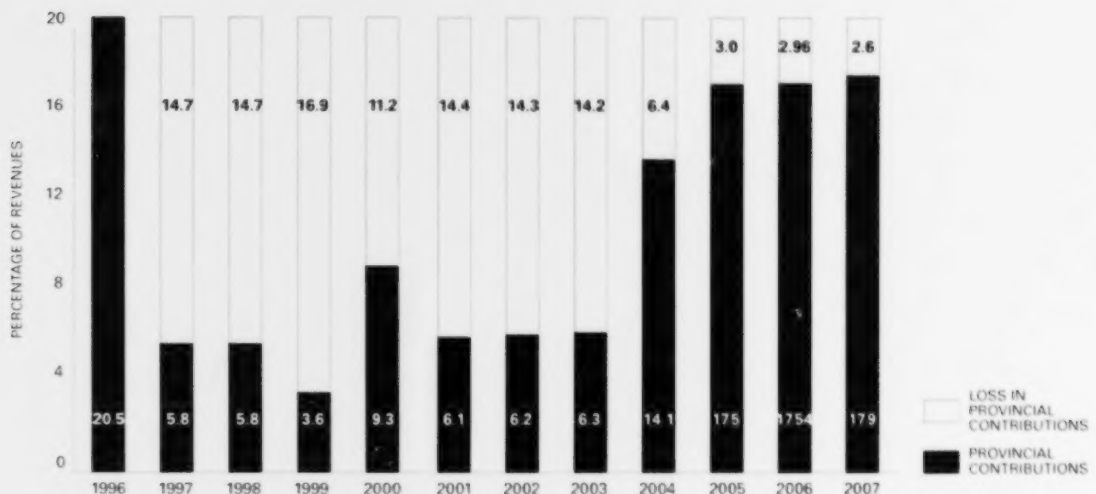
PROPERTY TAXES VERSUS UTILITY FEES

The City has been moving toward a user pay philosophy over the years through the implementation of user fees for solid waste and sanitary sewer services. The utility portion of a property owner's tax bill grew from 11 per cent in 1996 to 21 per cent in 2007.



PROVINCIAL CONTRIBUTIONS

The Provincial government significantly reduced its contributions to fund City services in 1997. Total B.C. government contributions were reduced from \$20.5 million in 1996 to a low of \$3.6 million in 1999. In 2005, the B.C. government increased the Provincial Traffic Revenue Sharing by transferring 100 per cent of all traffic fine revenues to municipalities. Further, in 2005, the City benefited from the introduction of slot machines at the Plaza of Nation's Edgewater Casino. Even with these increases, provincial contributions have yet to match the levels provided by the B.C. government in the mid-1990's.



Utility Fees

The City charges user fees rather than property taxes to recover the cost of solid waste, sanitary sewer and water services. While property taxes are based on assessed value, utility fees are based on a user-pay concept and therefore reflect the consumption of service by properties.



SEWER UTILITY FEES

Charges for 48 per cent of regional and municipal sewer capital and operating costs.



WATER UTILITY FEES

Charges for all regional and municipal water capital and operating costs.



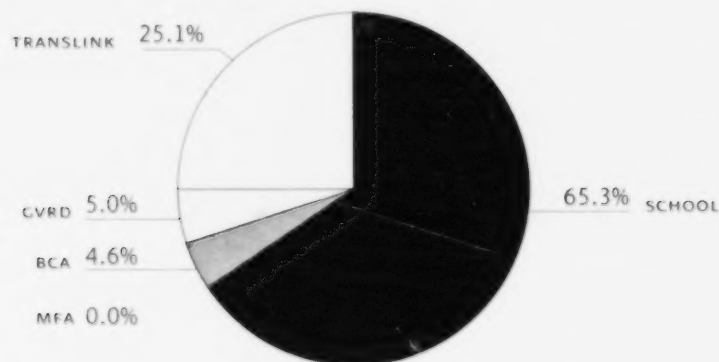
SOLID WASTE UTILITY FEES

Charges for garbage collection and disposal, recycling and yard trimmings programs.

OTHER TAXING AUTHORITIES

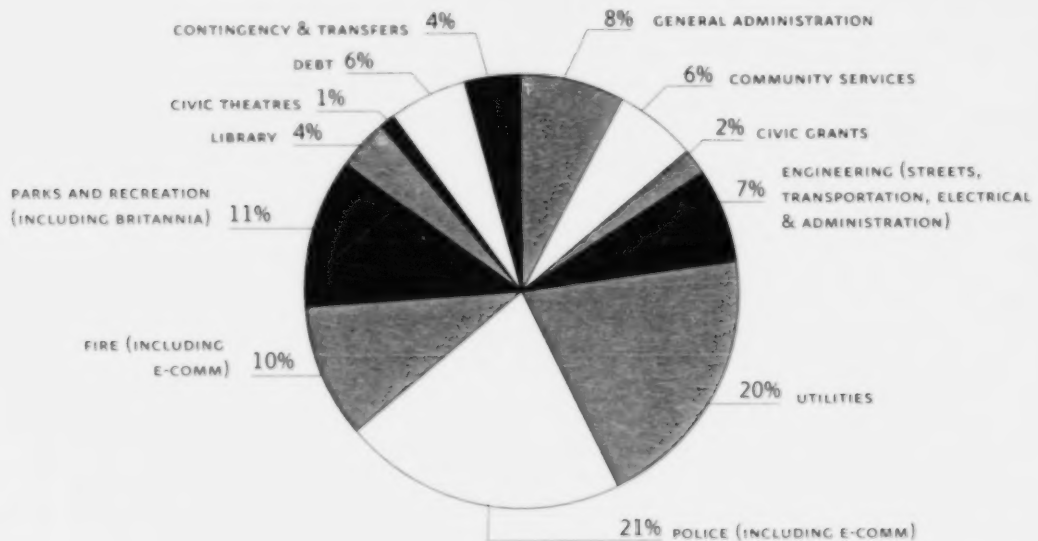
The City of Vancouver is not the only authority that taxes properties in the City. Five other taxing authorities derive a portion of their annual revenue from the property base including: the B.C. government for school purposes (School), the Greater Vancouver Regional District (GVRD), the Municipal Finance Authority (MFA), the BC Assessment (BCA) and TransLink.

Council has no control over the amount of these levies and the way they are distributed to properties in the City. However, to reduce the administrative cost of billing and collecting these other property taxes, the City of Vancouver includes these levies on the tax bill sent to property owners each year. Of the \$1,189 collected for other taxing authorities on an average residential property, the split is as follows:



How is the Money Used?

After careful consideration by City Council and staff, the revenues collected are used to pay for the services and programs shown below. Public safety expenditures for Fire and Police make up the largest share of City expenditures at 31 per cent. Utilities (sewer, water, garbage and recycling) have the second largest share at 20 per cent.



TOTAL OPERATING BUDGET \$848 MILLION

How is the Municipal Portion of Your 2007 Property Taxes Calculated?

A property owner's annual property taxes are determined through a formula using the assessed value of the property, and the tax rate set by the City based on Operating Budget net expenditure requirements.

$$\text{PROPERTY TAXES} = \text{ASSESSED VALUE} \times \text{TAX RATE} / \$1,000$$

EXAMPLE: TAXES ON AN AVERAGE HOME VALUED AT \$ 696,000

$$\begin{array}{r} \$ 696,000 \times 2.42045 \text{ TAX RATE} = \$ 1,685 \\ \hline \$ 1,000 \end{array}$$

Residential and business property land assessments are averaged over three years to ensure that large year-over-year market value fluctuations do not adversely impact property taxes.

Who Pays the City's Property Taxes?

Properties are classified by the B.C. Assessment Authority for taxation purposes based on their use. The City has different tax rates for each of the seven property classes that exist within Vancouver. The two major classes within the City are the Residential Class and the Business and Other Class, which make up 47.2 per cent and 49.4 per cent respectively of the total City property tax revenue.



Residential vs. Business Property Taxes

During the last 20 years, assessed values of residential properties have increased more quickly than assessed values of business properties. Because the total tax levy does not change as the result of changes in assessed values, this has meant that the tax rate for business properties has increased slightly, while the tax rate for residential properties has decreased during this period. In 2006, the property tax rate for business properties was almost six times higher than that of residential properties, with residential property classes paying 44.9 percent of total City taxes, and non-residential classes (business, light and major industrial, and utility properties) paying 55.1 percent.

Since 1994, Council has decided whether to adjust the distribution of property taxes between residential and non-residential property taxes on a year-by-year basis. In order to take a more comprehensive approach to assessing the City's policies around the tax distribution, Council created the Property Tax Policy Review Commission in September 2006.

The Property Tax Policy Review Commission was asked to make recommendations to City Council on:

1. A long-term policy for defining and achieving a "fair" distribution of the property tax levy and addressing the perceived inequity in the share of the City of Vancouver's property tax levy that is paid by the non-residential property classes, as compared to the share paid by the residential property class
2. A strategy to enhance the stability and predictability of property taxes for individual properties, in the face of sudden, large year-over-year increases in market value within property classes

The Commission is comprised of three experts in the field of property taxation:

- Dr. Stanley W. Hamilton, the Philip H. White Emeritus Professor of Real Estate, Sauder School of Business, University of British Columbia;
- Mr. Peter Adams, an independent consultant and former Director of the Tax and Policy Branch of the BC Ministry of Finance; and,
- Dr. Enid Slack, Director of the Institute on Municipal Finance and Governance at the Munk Centre for International Studies at the University of Toronto.

Residential vs. Business Property Taxes

The Commission has held a series of open houses to solicit feedback from business, residents and other stakeholders. More information about the Property Tax Policy Review Commission can be found at: www.vancouver.ca/taxcommission.

In establishing the tax distribution for 2007, Council considered two interim recommendations from the Commission presented in March 2007:

- a) That the City of Vancouver continue using three-year land averaging in calculating property taxes.
- b) That the City of Vancouver shift between one per cent and two per cent of the 2007 tax levy from the non-residential to the residential class.

The latter recommendation reflects the view of the Commission that the share of the total tax levy paid by non-residential properties is too high. In April 2007 Council decided to allocate the entire property tax levy increase for 2007 to the residential classes, effectively holding the non-residential tax levy at the 2006 level. The impact of this decision was a shift of approximately two per cent of the property tax levy from non-residential to residential properties and a shift in the distribution of the levy to 47.3 per cent residential and 52.7 per cent non-residential. For the average residential property in the City, this resulted in a property tax increase of approximately eight percent over 2006.

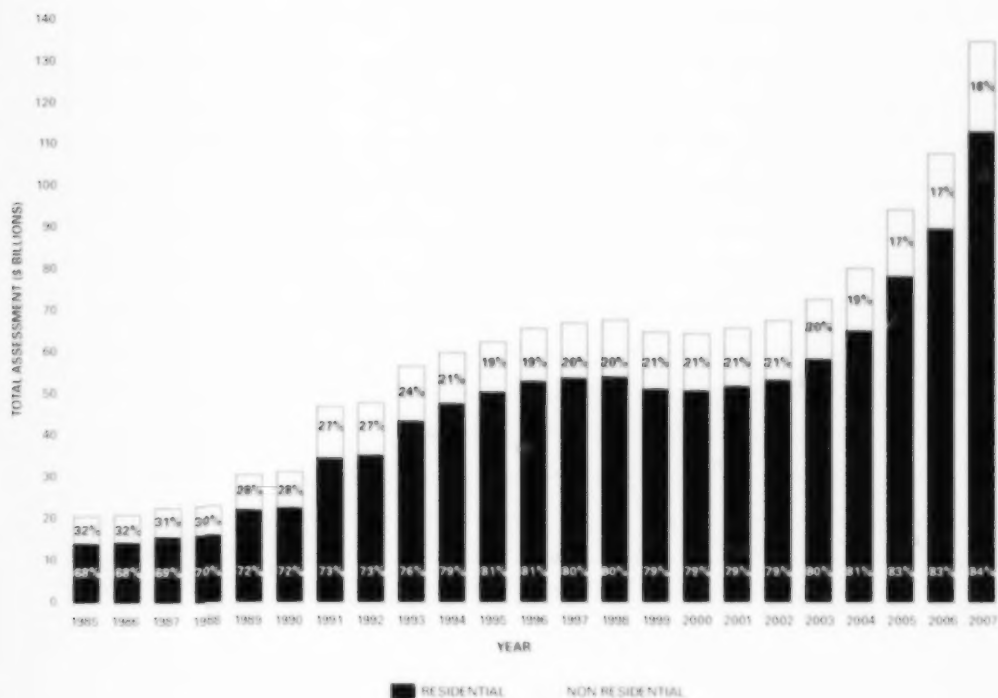
As part of the background research for the Commission, in July 2006 Council commissioned MMK Consulting to do an update of the *Study of Consumption of Tax-Supported City Services*, that was originally completed by KPMG Consulting in 1995. In this work, that was completed in January 2007, MMK Consulting has estimated the consumption of tax-supported City services by residential and non-residential properties.

The Property Tax Policy Review Commission will present their final recommendations to Council in July 2007.

Assessment and its Growth

Every property in the City of Vancouver is assessed for its market value by the British Columbia Assessment Authority, a Crown corporation of the Province of British Columbia. These assessments form the basis for calculating the City's tax rates. Not only is growth in the assessment base a good indicator of the City's economic health, it also brings in new property taxes to the City, which reduces the tax burden on existing taxpayers.

Assessment growth slowed in the late nineties and into 2000, especially, compared to the rapid growth of the early 1990's. However, the last five years have shown significant increases, where the 2007 assessment values has broken all previous records.



Your 2007 Tax Bill at a Glance

The property tax bill issued by the City includes municipal taxes and utility fees as well as charges levied by other taxing authorities over which Council has no control. The following table summarizes the overall tax bill for an average residential property valued at \$696,000 in 2007. Of the total bill of approximately \$3,553, the City retains \$2,364 in taxes and utility fees to fund the services provided to taxpayers. The balance is remitted to other taxing authorities to fund their operations.

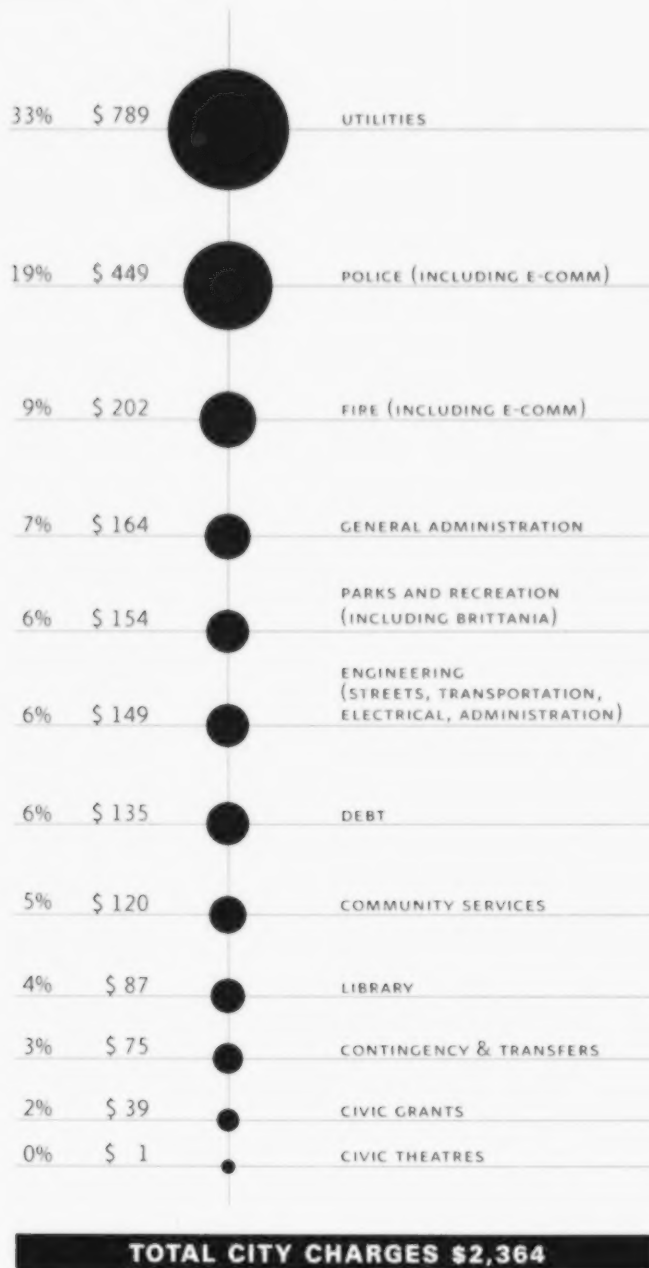


VALUE OF AN AVERAGE HOME		\$ 696,000	% TOTAL
PROPERTY TAXES	\$	1,685	47%
UTILITY FEES			
SEWER FEES	\$	171	5%
SOLID WASTE FEES	\$	159	5%
WATER FEES	\$	349	10%
TOTAL UTILITY FEES	\$	679	20%
TOTAL CITY CHARGES	\$	2,364	67%
PROVINCIAL SCHOOL TAX	\$	1,347	38%
LESS: HOME OWNER'S GRANT	\$	(570)	(16%)
NET PROVINCIAL SCHOOL TAX	\$	777	22%
BC ASSESSMENT	\$	55	1%
MUNICIPAL FINANCE AUTHORITY	\$	1	0%
GREATER VANCOUVER REGIONAL DISTRICT	\$	59	2%
TRANSLINK	\$	298	8%
TOTAL OTHER TAX AUTHORITIES	\$	1,189	33%
TOTAL CHARGES ON TAX BILL	\$	3,553	100%

What Does the Municipal Portion of Your Tax Dollars Buy You?

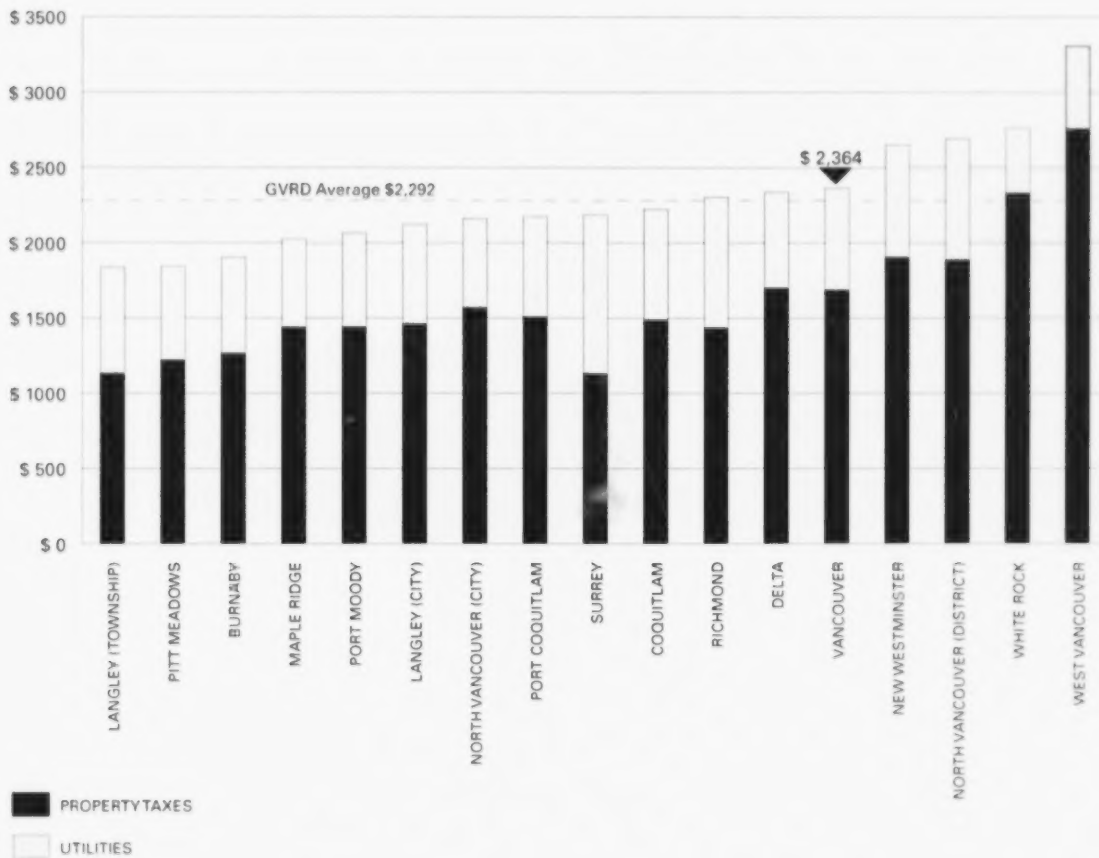
For a home with an assessed value of \$696,000, the total municipal tax and utility charges is \$2,364. Most of a property owner's tax and utility dollars go towards funding utilities and public safety (fire and police).

Here is how that money is divided up to pay for the City's services and programs:



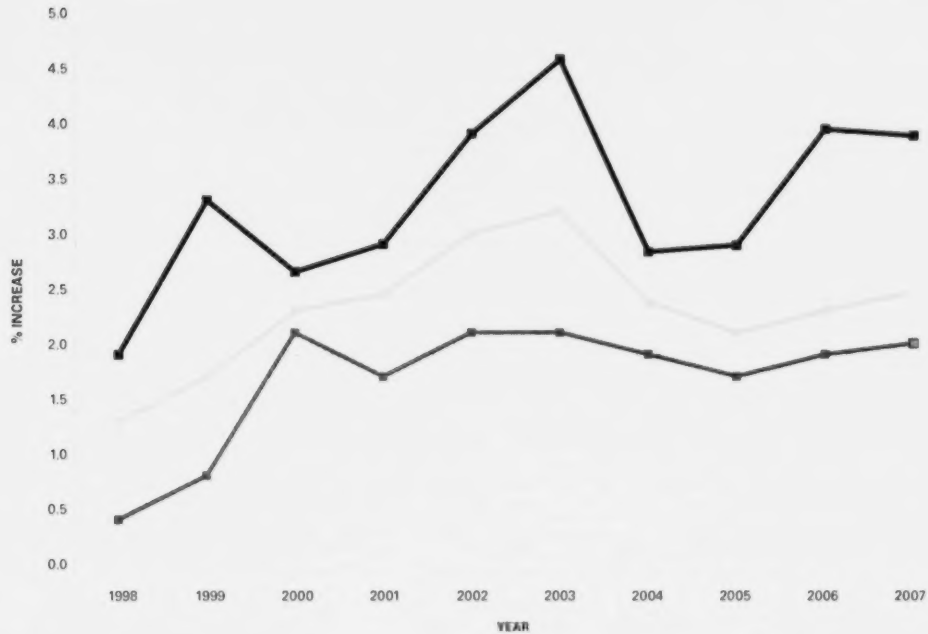
How Does Vancouver Compare?

The City compares favourably with other municipalities in the Greater Vancouver Regional District (GVRD) when it comes to the municipal portion of property taxes and utilities paid by an average homeowner. The municipal property taxes and utilities paid in Vancouver (\$2,364) are marginally higher than the average paid in the GVRD (\$2,292).



Property Taxes Increase Compared to Inflation and Outside Agency Impacts

The City has historically increased property taxes more than the rate of inflation due to the impact of outside agencies (so as not to cut City services to pay for outside agency increases), salary costs (usually grow faster than local CPI) and the introduction of new or expanded programs (such as the increase in police resources in 2003, 2005 and 2006).



% INCREASE	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
PROPERTY TAX INCREASE	2.00	3.40	2.75	3.00	4.00	4.67	2.93	2.99	4.04	3.98
CPI & OUTSIDE AGENCY	1.40	1.80	2.40	2.55	3.10	3.30	2.48	2.20	2.40	2.57
VANCOUVER CPI (ANNUAL)	0.50	0.90	2.20	1.80	2.20	2.20	2.00	1.80	2.00	2.1

2007 Capital Budget at a Glance

A solid infrastructure foundation is essential to the operation of the City of Vancouver. It includes public works and utilities infrastructure such as water and sewer systems, roads, and bridges, parks and recreational facilities, and civic facilities. The Capital Budget provides funding for maintaining, upgrading, and expanding the City's infrastructure and facilities.

2007 CAPITAL BUDGET \$222 MILLION

FUNDING SOURCES

(\$ million)

CITY FUNDING

DEBT FINANCING	\$ 143.83
OPERATING BUDGET ("pay as you go")	\$ 18.50
DCLS AND CACS ("developer contributions")	\$ 8.73
TOTAL CITY FUNDING	\$ 171.06
OTHER SOURCES	\$ 50.79
TOTAL CAPITAL FUNDING SOURCES	\$ 221.85

EXPENDITURES

(\$ million)

PUBLIC WORKS	\$ 55.59
SEWERS	\$ 25.31
WATERWORKS	\$ 16.73
PARKS AND RECREATION	\$ 13.09
COMMUNITY LEGACY PROJECTS	\$ 59.76
PUBLIC SAFETY	\$ 25.10
COMMUNITY SERVICES INITIATIVES	\$ 11.19
CIVIC FACILITIES & INFORMATION SYSTEMS	\$ 3.03
ACCESS VANCOUVER	\$ 11.01
DEBENTURE DISCOUNT	\$ 0.04
SUPPLEMENTARY CAPITAL	\$ 1.00
TOTAL CAPITAL EXPENDITURES	\$ 221.85

2006 – 2008 Capital Planning Process

The City of Vancouver plans its capital program on a long-term horizon to ensure orderly maintenance, replacement, and upgrading of civic infrastructure and facilities over their life expectancy. These long-range plans are translated into more manageable and detailed three-year Capital Plans in order to match the term of Council and allowing for a borrowing plebiscite to be held in conjunction with the civic election. The current Capital Plan covers the period from 2006 to 2008.

The 2006-2008 Capital Plan process was as follows:

▼ **OCTOBER 2004**

- Staff began the process of developing capital expenditure plans for the 2006-2008 period, including updating of the Facilities Strategic Plan.

▼ **FEBRUARY TO MAY 2005**

- The Staff Review Group reviewed departmental submissions and made recommendations to the Corporate Management Team (CMT) for capital expenditure priorities.
- In March 2005, staff reported to City Council on the planning process and objectives.

▼ **JUNE 2005**

- Staff reported to City Council on the financial limits for the Capital Plan and the proposed capital expenditure priorities, and made recommendation to forward the draft Capital Plan for public consultation.

▼ **JULY TO SEPTEMBER 2005**

- Public consultation was underway for the draft Capital Plan.

▼ **SEPTEMBER 2005**

- City Council approved the final Capital Plan and the associated financing strategies for the plebiscite.

▼ **OCTOBER 2005**

- Information on the final Capital Plan and the associated financing strategy was distributed to the public in advance of the plebiscite.

▼ **NOVEMBER 2005**

- Borrowing authorities related to the financing strategy were approved by the electorate.

2007 Basic and Supplementary Capital Processes

BASIC CAPITAL

▼ DECEMBER 2006

- Budget preparation guidelines were distributed to service groups.
-

▼ JANUARY TO MARCH 2007

- Service group budget requests were evaluated and prioritized based on corporate priorities and funding availability.
 - Funding allocation was recommended for City Council approval.
-

▼ MARCH 2007

- City Council approved the Operating Budget which includes a provision of \$18.50 million for Basic Capital (\$17.50 million) and Supplementary Capital (\$1.00 million).
-

▼ APRIL 2007

- City Council approved the final Basic Capital Budget.
-

SUPPLEMENTARY CAPITAL

▼ OCTOBER 2006

- Budget preparation guidelines were distributed to service groups.
-

▼ NOVEMBER TO DECEMBER 2006

- Service group budget requests related to civic facilities, ergonomics, and information technology were evaluated by the Technical Advisory Team based on corporate priorities.
-

▼ JANUARY TO FEBRUARY 2007

- With input from the Technical Advisory Team, budget requests were evaluated and prioritized by the senior staff Review Panel.
 - Funding allocation was recommended for City Council approval.
-

▼ MARCH 2007

- City Council approved the Operating Budget which includes a provision of \$18.50 million for Basic Capital (\$17.50 million) and Supplementary Capital (\$1.00 million).
-

▼ APRIL 2007

- City Council approved the final Supplementary Capital allocation.
-

Capital Financial Policies

The City has a number of financial policies in relation to its capital expenditure program. These policies seek to establish the appropriate funding sources for capital expenditures and to ensure that the capital expenditure program remains within limits that preserve the financial health of the City and its AAA credit rating.

- The capital program is planned on a long-term horizon to ensure orderly maintenance, replacement, and upgrading of civic infrastructure, and to ensure that the financial implications of the program can be managed within the fiscal constraints faced by the City. These long-range plans are translated into three-year Capital Plans in order to match the term of City Council and allow for a borrowing plebiscite to be held in conjunction with the civic election.
 - Capital Plans should provide funding, commonly referred to as Supplementary Capital, for emergent issues that arise during the course of the three-year Capital Plan.
 - Sewer and water capital expenditures are funded from borrowed funds. Sections 236 and 242 of the Vancouver Charter give City Council the authority to approve borrowing authority for water and sewer capital expenditures without reference to the electors.
 - Other capital expenditures are funded from a combination of borrowed funds, current tax revenues, Development Cost Levies (DCLs), Community Amenity Contributions (CACs), contributions from senior government or crown agency funding programs, partnership funding from community organizations, and developer and property owner funding. Section 245 requires that borrowing authority for other capital expenditures be approved by a majority of the electorate through a borrowing plebiscite.
 - Borrowed funds are used to finance capital expenditures over the life of the asset, and are generally paid back over ten years to ensure that a systematic borrowing program can be administered, outstanding debt does not accumulate to unacceptable levels, and interest costs are maintained at a level that does not put undue pressure on the operating budget.
 - Current tax revenues (Capital from Revenue) are used to fund capital expenditures to maintain a balance between borrowed and current funding, and to assist in managing the overall level of debt and the constraints of future debt repayment obligations.
 - The Financing Growth Policy (June 2003) sets out policy for the collection and use of DCLs and CACs:
 - DCLs assist in recovering capital-related growth costs that arise from new developments. DCLs are generally allocated on a "cash available" basis among park, replacement housing, transportation, and childcare projects in proportions specified in the DCL Bylaw.
 - CACs are developer contributions that arise from rezonings and are directed toward the cost of public amenities in the area affected by the rezoning.
 - Allocation of DCL and CAC funding to specific amenities is approved by City Council.
- Ongoing operating costs associated with these expenditures are appropriately funded from new property tax revenues related to development.
- Internal financing is used in situations where capital expenditures generate new revenues or reduce operating costs, and where a reasonable source for repayment can be identified without impacting property taxes.

Capital Financial Limits

The financial limits of the three-year Capital Plan are generally defined by the ability of the Operating Budget to support the debt service costs (principal and interest on outstanding debt) of the capital program.

The financial limits are governed by the following policies established by City Council:

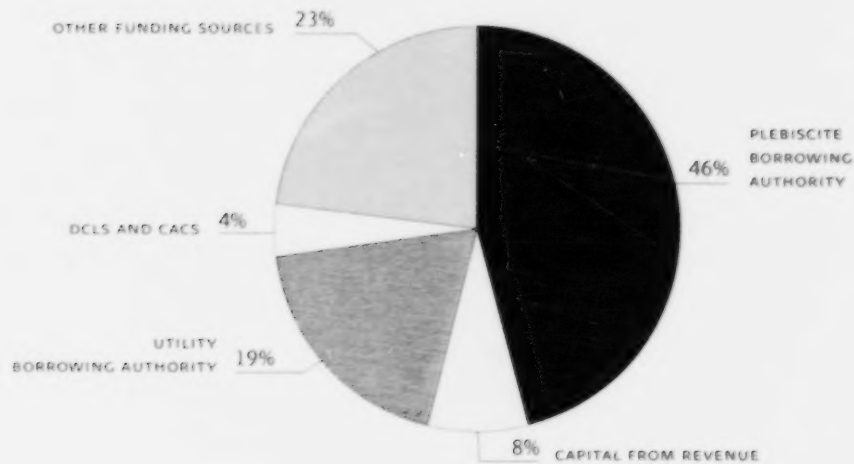
COST COMPONENT	DESCRIPTION	CITY COUNCIL POLICY
Debt Service Costs	Principal and interest on water and sewer utility debt	• Limit based on Council policy for lifecycle replacement of water and sewer infrastructure
	Principal and interest on general debt	• Should not exceed 15 per cent of operating revenues
Capital from Revenue	Pay-as-you-go capital funding from the Operating Budget	• Should fall in a range of two per cent to five per cent of Operating Revenues
Total of the above	The annual cost of the capital program excluding DCLs/CACs ¹ and other sources	• Should not exceed 20 per cent of Operating Revenues

¹ Growth-driven expenditures for park, replacement housing, transportation, and childcare are funded from Development Cost Levies ("DCLs").

Where Does the Money Come From?

The 2007 Capital Budget provides \$221.85 million from general and utility borrowing authority (65 per cent); Operating Budget (eight per cent); external contributions from government agencies, developers, property owners, and partner organizations, other internal financing sources (23 per cent); and Development Cost Levies and Community Amenity Contributions (four per cent) for capital projects related to growth.

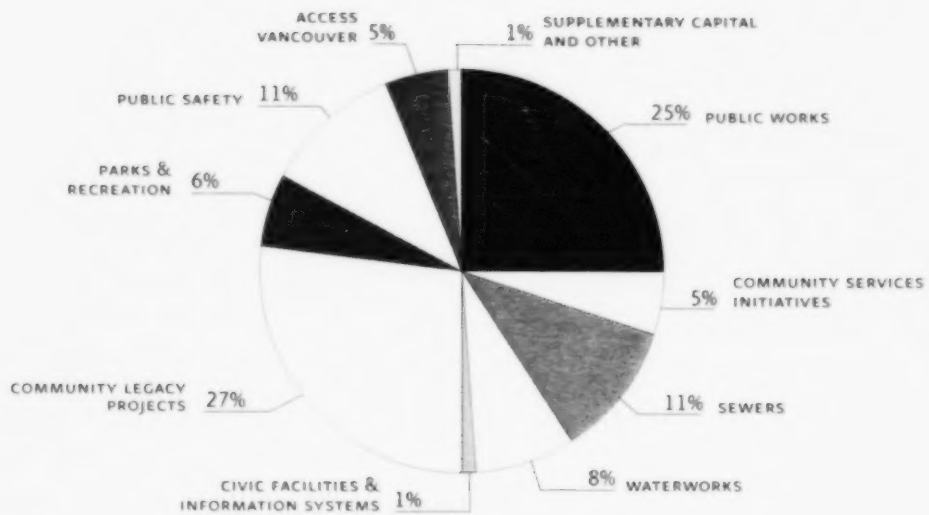
CAPITAL BUDGET BY FUNDING SOURCE



How is the Money Used?

The majority of the 2007 Capital Budget provides for the maintenance, replacement and upgrading of our public works, water and sewer infrastructure (44 per cent); Community Legacy Projects related to the 2010 Olympic and Paralympic Winter Games (27 per cent) that are cost-shared with the Vancouver Organizing Committee (VANOC); and the public safety projects (11 per cent).

CAPITAL BUDGET BY PROGRAM



Budget 2007



Creating the city you want



Every time you take a book out of the library, bring your child to the pool, or drive around a traffic circle in your neighbourhood, you may not make the link to your local government. Services that we all depend on and use regularly are examples of your municipal tax dollars at work: firefighters and police when you need them, repaved roads like Broadway and Main, new sewer systems, an expanding bike network, garbage collection, recycling service, green buildings and so much more. There's a lot the City does to make your life more enjoyable and your community a better and more sustainable place to live.

Every year, the challenge lies in balancing the budget, which municipalities must do, given inflationary pressures and demands for service. This is particularly challenging given that of all the tax money collected in Canada, municipalities only receive eight cents of every dollar.

We have to make that eight cents go a long way.

This flyer provides a snapshot of where the money comes from to provide city services, how the money is being spent, and the kinds of choices needed to balance this year's budget.

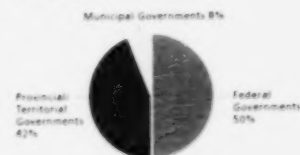
For 2007, City Council is starting early on its budget process to ask you about what services matter most. You can let them know by coming to a budget meeting in November and filling in the questionnaire in this flyer. Council needs your feedback to decide how to allocate tax money, maintain or possibly increase services and programs, and determine what you believe is an acceptable tax increase.

This budget year also highlights planning for the 2010 Olympic and Paralympic Winter Games. As the Games get closer, and the venue renovations and construction get underway, the City

must turn its attention to other types of preparations: how to involve all types of citizens and businesses in the Games, how to encourage sustainable practices and legacies in everything we do, and how to ensure we are great hosts to the thousands of people who will visit our beautiful city.

For a more detailed look at the budget and to fill in the questionnaire online, go to vancouver.ca/citychoices

Local government gets only 8% of all tax revenues



Source: Information in Canada, Miscellaneous Series 2006

Finding balance and looking ahead



Budget choices should address today's needs and be sustainable in the years to come. Every year, communities want more and better services. The challenge lies in paying for them while keeping the balanced budget required by law for local governments.

Property taxes and user fees, along with additional revenue sources, help pay for the services and programs that have made Vancouver one of the world's most livable cities.

The 2007 budget has increased due to inflationary pressures, expanded programs approved by Council in 2006, Capital Program requirements and costs from outside agencies such as E-Comm (the regional emergency operations centre) and the regional sewer system.

Among the largest increases, \$3.1 million relates to the 2006 approval to add 127 new sworn and civilian staff to the Vancouver Police Department, bringing the Department's strength to 1,214 sworn members.

For 2007, preliminary estimates include revenue of \$823 million, up 1.1% from 2006 and expenditures of \$846 million, up 4%.



Funding requests for 2007

Council must also consider new funding requests for such programs as Olympic preparation, improvements to the Development Application Process and continuation of the City's Drug Policy Program.

Impacts on Property Taxes

	\$ million	% tax impact
2007 Budget (to maintain existing service levels)		
Inflationary increases	10.6	2.2
2006 new and expanded programs	6.5	1.4
Capital requirements	4.9	1.0
Cost of outside agencies	1.4	0.3
Total 2007 Budget	23.4	4.9
New 2007 Funding Requests		
Olympic legacy	5.0	1.1
Other new funding requests	2.1	0.4
Total new funding requests	7.1	1.4
Total Potential Tax Increase	30.5	6.3



Your tax dollars at work

Police (\$161 million)

- Respond to emergencies and maintain public order
- Investigate and prevent crime

Fire & Rescue (\$76 million)

- Firefighting and medical services to prevent fire and other potential hazards and protect the city

Other Public Safety (\$19 million)

- Emergency operations and communications

Public Works (\$95 million)

- Streets, lighting, traffic, and a parking program. (Public Works generates \$40 million in revenue)

Utilities (\$170 million)

- Sewers, drainage, water, garbage and recycling services. (\$135 million in utility fee revenue)

Parks & Recreation (\$102 million)

- Maintenance and planning for parks, beaches, fields, golf courses, and recreation facilities. Services at pools, rinks, fitness and community centres. (Park Board generates \$35 million in revenue)

Support Services (\$61 million)

- Budget and financial planning, billing, tax collection, civic facility design and management, legal, information systems and human resources

Community & Cultural Services (\$40 million)

- Grants to more than 175 community services groups and 160 cultural organizations and support for museums, theatres and galleries
- Operation of inner-city social resources (e.g. Carnegie Centre) and assistance for low income housing

Libraries (\$35 million)

- Central Library, 20 branches, and outreach services for the print disabled and seniors

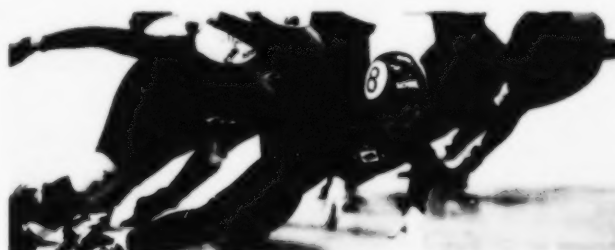
Update on Vancouver's 2010 Winter Games preparations

In 2010, the City of Vancouver and its citizens will have the rare privilege of playing host to the 2010 Olympic and Paralympic Winter Games.

This will be a once-in-a-lifetime opportunity for our city and its citizens and businesses. Vancouver will become the temporary home of thousands of world-class athletes, volunteers and international media. We will host more than 250,000 visitors, and the image of our city will be seen on television by millions of people around the world. We likely will never host another event quite like this.

The benefits to our community will be enormous. The City will be able to build and upgrade a number of facilities and offset a large portion of those costs with funding from other partners. These facilities will be turned back over to the community for everyone to enjoy once the Winter Games are over. Vancouver will also get a new convention centre that for years to come will attract large conferences and the tourism money that comes with those visitors.

However, the Winter Games are more than just an opportunity to secure better facilities. They also represent a chance for our city to use the Olympics as a catalyst to create some unique and positive working relationships and legacies.



Vancouver wants to be the first inclusive Winter Games. The City wants to work with citizens and businesses, diverse language communities, seniors and children, the disabled community, First Nations, arts and culture groups, and those who live in the inner city and commercial districts to involve them in the preparation for and hosting of the 2010 Winter Games.

Vancouver also wants to hold a sustainable Olympics. In everything we do, the City wants to look for ways that we can help protect the environment, and also promote long-term economic and social benefits to our citizens and businesses.

And we want to be a fabulous host. We need to ensure our visitors have an interesting experience and feel welcomed

by a celebratory atmosphere. To do this, we will need to work with communities to dress up the streets and beautify public spaces, keep the streets and sidewalks clean, ensure everyone's safety, offer a variety of non-Olympic activities, encourage people to visit other parts of our beautiful city, and promote what is unique about Vancouver and the people who live and work here.

Meeting all these goals — involving citizens, businesses and communities, obtaining sustainability objectives, and being a good host to thousands of visitors — means we need to start working together now and planning over the next three years.

To this end, the City's Olympic and Paralympic Operations Office has requested Council put

aside \$5 million each year for four years, starting in 2007, to create a Legacy Reserve Fund for the Winter Games. This reserve would be available to implement community sustainability or hosting ideas. As well, any use of these funds likely would be pooled with those of other partners to achieve more for our dollar.

By spreading out the funding and the preparations over the next few years, we will ensure Vancouver is ready for one of the most important events in our city's history, and help secure all the long-term benefits that can be derived from hosting a successful Winter Games.

What happens if services are cut?

If cuts to services are made to balance the 2007 budget, here are some examples of possible effects:

Public Safety: a reduced level of security — fewer police officers and firefighters, poorer emergency preparedness

Public Works: poorer quality roads, less street cleaning

Parks & Recreation: reduced operating hours and programs at community centres, less maintenance at city parks and recreational facilities

Support Services: fewer financial controls, less human resources support for staff, reduced legal support for bylaw and contract review

Libraries: reduced hours and levels of service in the library system

Community & Cultural Services: reduced services to those most in need, fewer cultural opportunities

Planning & Development: reduced ability to manage growth and development

Legislative Services: reduced availability of staff to respond to requests for information

How do we pay for city services?

Vancouver funds services in two basic ways:

1) User fees for services such as water, solid waste and sanitary sewer costs are based on how much is used. While water and solid waste utilities are fully funded from user fees, about half of sewer utilities come from user fees.

2) Property taxes are charged to individual properties based on their market value.

In 2006, on average, residential properties in Vancouver paid \$651 in user fees. This gave unlimited access to water and sewer services and weekly garbage and recycling services for the year.

Vancouver relies heavily on property taxes, which provide two-thirds of revenue. User fees, which supply about 30% of revenue, help offset the cost of some services. User fees cover utilities and some development services, while a combination of user fees and property taxes pay for parks, community centres, and civic theatres.

Property taxes pay for almost all other services the City provides.

Vancouver also collects money for other agencies including the school system, the Greater Vancouver Regional District, Translink and the BC Municipal Finance Authority. The City provides administrative efficiency by collecting these taxes, however City Council has no control over these outside agencies.



• Collections, answers to information questions, internet access and training and programming for children and adults

Planning & Development (\$37 million)

• City wide and community planning of the City
• Licensing and building regulation (\$38 million in license and inspection fee revenue)

Legislative Services (\$10 million)

• Support for Mayor and Council, operation of City Manager and Clerk's offices

Contingency (\$4 million)

• Unallocated funding for issues that emerge after the operating budget has been approved

Tax increases for residential and business properties

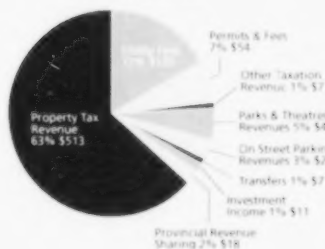
Residential Properties value	2006 taxes (no increase)	Indicated tax increase		
		2%	4%	6%
\$200,000	\$532	\$11	\$21	\$32
\$400,000	\$1,065	\$21	\$43	\$64
\$585,900*	\$1,560	\$31	\$62	\$94
\$700,000	\$1,863	\$37	\$75	\$112
\$900,000	\$2,396	\$48	\$96	\$144

Business Properties value	2006 taxes (no increase)	Indicated tax increase		
		2%	4%	6%
\$200,000	\$3,097	\$62	\$124	\$186
\$400,000	\$6,193	\$124	\$248	\$372
\$700,000	\$10,838	\$217	\$434	\$650
\$900,000	\$13,934	\$279	\$557	\$836

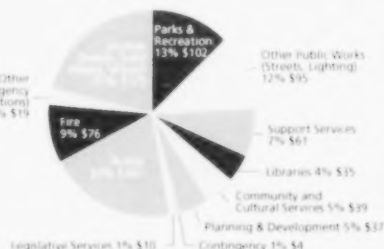
* 2006 average residential property value

Budget at a glance

2006 Revenue (in millions)
Total \$810 million



2006 Expenditures (in millions)
Total \$810 million



Your budget, your city. your choice

Mayor and Council want to hear from you this fall during public meetings on the budget. All meetings start at 7:30 pm:

Wednesday, November 15
Kitsilano Community Centre, Lobby, 2690 Larch Street

Monday, November 20
Central Library, Alice MacKay Room, 350 West Georgia Street

Wednesday, November 22
City Hall, Council Chamber (3rd floor), 453 West 12th Avenue

Thursday, November 23
City Hall, Council Chamber (if required)

Monday, November 27
Kensington Community Centre, Seniors' Lounge, 5175 Dumbfries Street

How would you balance the budget?

There are three basic options facing the City when trying to balance revenue and spending. Each option affects property taxes, service levels, and how new revenue is spent in different ways. Filling out the questionnaire below will tell us your tax priorities.

Option 1: No property tax increase – Cut services by up to \$23 million

This will require a reduction in services to keep property taxes close to their current level. This would mean across-the-board or selective cuts and no new programs.

Cuts to all services: There would be a 4.5% reduction in services across all areas (except those funded by utility or user fees). For example, a 4.5% reduction to the police budget would mean 80 fewer police officers. In library services, it would mean reducing hours of operation at all or some of our libraries.

Cuts to some services: You might feel that some services, such as police and fire, should not be touched. Reductions to other services, therefore, would be more severe.

Option 2: Increase property taxes by 6%

Choose this option to pay more property taxes to maintain existing services and allow for enhanced services and/or new programs.

Option 3: Tax increase between 0% and 6%

This will require a combination of service cuts, a tax increase and most likely no new or expanded programs: service cuts of \$14 million and a 2% tax increase, or; service cuts of \$4 million and a 4% tax increase, or; other combinations.



City Choices Questionnaire for 2007

What would you prefer?

Please respond by November 24, 2007. Place an X inside the box to mark your choice.

1. Which ONE of the following options would you prefer?

- ☐ Reduce City services by \$23 million with no property tax increase
- ☐ Combine service cuts and property tax increases to cover shortfall
- ☐ Increase property taxes by 6% to cover the shortfall and fund new or expanded programs

2. If there were a combination of service cuts and a property tax increase, which option would you prefer?

- ☐ Service reductions of \$14 million and a 2% tax increase
- ☐ Service reductions of \$4 million and a 4% tax increase
- ☐ No service reductions, enhanced services and a 6% tax increase
- ☐ A different combination – Please specify: _____

3. If there were service cuts of \$23 million, which would you choose?

- ☐ Equal reductions to ALL service areas
- ☐ Higher reductions in SOME service areas, and other services left alone

4. The City wants to know your preference for adjusting the level of funding for City services and programs. Which ones would you choose to: a) maintain the same level of service without funding adjustments, b) increase the level of service/funding, and possibly pay more property taxes, or, c) decrease funding, and possibly reduce the level of service in order to keep property taxes down.

Place an X beside your choice for balancing the 2007 operating budget.

Maintain Funding	Increase Funding	Decrease Funding	
☐	☐	☐	Community and Social Services
☐	☐	☐	Cultural Services
☐	☐	☐	Library Services
☐	☐	☐	Parks and Recreational Services
☐	☐	☐	Planning and Development
☐	☐	☐	Police Services
☐	☐	☐	Fire Services
☐	☐	☐	Other Public Safety Services
☐	☐	☐	Streets and Traffic Services
☐	☐	☐	Support and Legislative Services

5. The City would like to reserve, over the next four years, \$5 million per year in preparation for the 2010 Olympic and Paralympic Winter Games. The Legacy Reserve Fund would allow the City to develop programs that enable citizens, businesses and communities to actively participate in the Games, ensure the Games meet the City's sustainability and accessibility objectives, and ensure visitors will experience a Vancouver that is safe, clean, festive and welcoming.

Please indicate your support for each of these objectives on a scale from 1-5, with 1 being the lowest and 5 being the highest.

- ☐ Encouraging citizen, business and community participation in the games
- ☐ Ensuring the Games meet the City's sustainability and accessibility objectives
- ☐ Being an excellent host to those that visit the City
- ☐ Other, please specify _____

Tell us about yourself

Where do you live?

- ☐ Downtown/West End, North of False Creek, West of Main Street
- ☐ North of 16th Avenue, West of Main Street
- ☐ North of 16th Avenue, East of Main Street
- ☐ South of 16th Avenue, West of Main Street
- ☐ South of 16th Avenue, East of Main Street

How long have you lived in the City of Vancouver?

- ☐ 5 years or less
- ☐ 6 to 10 years
- ☐ More than 10 years

How old are you?

- ☐ 18 to 44
- ☐ 45 to 64
- ☐ 65 years or older

Is your primary residence:

- ☐ Rented
- ☐ Owned

If you own, the assessed value of your home is closest to:

- ☐ \$0 - \$199,000
- ☐ \$200,000 - \$399,000
- ☐ \$400,000 - \$599,000
- ☐ \$600,000 - \$799,000
- ☐ \$800,000 or more

Mail to: City Choices, City of Vancouver
453 West 12th Avenue, Vancouver, BC V5Y 1V4
Fax to: 604 873 7107

You can also complete this questionnaire online at vancouver.ca/citychoices

2007 Revenue Sources and Expenditure Summary

The following summarizes the City's 2007 Operating Budget, while the sections that follow provide details on revenues and departmental budgets, including organizational structure and responsibilities.

The Opening 2006 Budget reflects the "Opening" budget position approved by Council in April 2006. However, Council approved a number of different programs after the budget was set which is reflected in the 2006 actuals and in the "Closing" 2006 Budget.

2007 REVENUES

There are four major categories of City revenues:

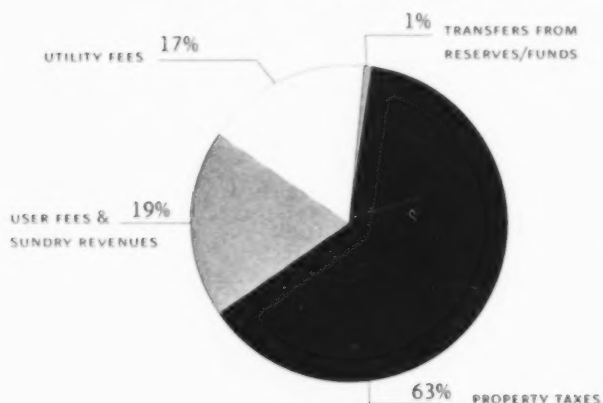
- **PROPERTY TAXES** – includes the general purpose tax levy, receipts-in-lieu of property taxes and penalties and interest related to taxation
- **USER FEES AND SUNDRY REVENUES** – includes income from the City's fees and charges, and a variety of other non-taxation sources, including Provincial Revenue Sharing
- **UTILITY FEES** – includes the fees collected from the water, sewer and solid waste services
- **TRANSFERS FROM RESERVES/FUND** – includes funds provided from internal City sources

2007 EXPENDITURES

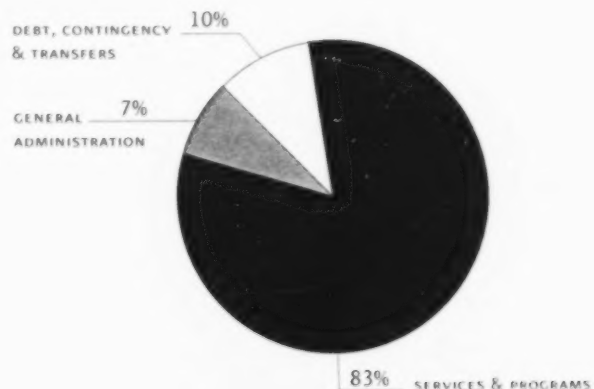
There are three major categories of City expenditures:

- **GENERAL ADMINISTRATION** – represents the administrative costs of running the City, including Mayor and Council, City Manager's Office, Corporate Services, Human Resource Services and City-wide Expenditures
- **SERVICES AND PROGRAMS** – represents the costs of providing City services and programs, including Community Services, Civic Grants Program, Engineering Services, Vancouver Police Department, Fire and Rescue Services, Parks and Recreation, Vancouver Public Library, Britannia Community Services Centre and Civic Theatres
- **DEBT, CONTINGENCY AND TRANSFERS** – represents the costs of the general debenture program (principal and interest payments), contingency requirements, and transfers to and from internal funds/reserves such as the Capital Program, Election Reserve and Liability Insurance Reserve.

2007 REVENUES \$848 MILLION



2007 EXPENDITURES \$848 MILLION



REVENUE SOURCES SUMMARY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
TAXATION REVENUE					
General Purpose Tax Levy	499,765	477,348	4.7%	477,348	477,108
Allowance for Tax Adjustments	(4,000)	(3,000)	33.3%	(3,000)	(4,305)
Local Improvement Taxes	3,389	3,752	(9.7%)	3,752	3,607
Receipts-in-Lieu of Taxes	33,232	33,317	(0.3%)	34,067	38,284
Penalties and Interest	3,500	4,919	(28.8%)	4,919	3,846
Sub-total Taxation Revenue	535,886	516,336	3.8%	517,086	518,540
BUSINESS IMPROVEMENT AREAS					
Business Improvement Areas (BIAs)	6,626	5,878	12.7%	5,878	5,878
Transfers to BIAs	(6,626)	(5,878)	12.7%	(5,878)	(5,878)
Net Business Improvement Areas	0	0	0.0%	0	0
Total Taxation Revenue	535,886	516,336	3.8%	517,086	518,540
USER FEES & SUNDRY REVENUES					
Provincial Revenue Sharing	17,938	17,538	2.3%	17,538	18,020
Interest on Temporary Investments	11,700	11,400	2.6%	11,400	16,022
License Fees	14,824	14,423	2.8%	14,786	14,599
Civic Property Rentals	1,459	1,509	(3.3%)	1,509	1,514
Permit and Inspection Fees	31,340	28,610	9.5%	28,848	33,029
Municipal By-law Fines	11,360	10,807	5.1%	11,032	12,148
Parking Meter Revenues	25,742	24,073	6.9%	24,073	24,856
Civic Theatre Revenues	5,786	5,999	(3.5%)	6,137	6,793
Park Board Revenues	36,258	34,752	4.3%	34,972	37,629
Miscellaneous Fees	4,866	5,513	(11.7%)	5,713	6,019
Total User Fees & Sundry Revenues	161,273	154,624	4.3%	156,008	170,629
UTILITY FEES & REVENUES					
Sewer Fees & Revenues	35,507	34,151	4.0%	34,151	32,890
Waterworks Fees & Revenues	74,059	69,668	6.3%	69,693	68,685
Solid Waste Fees & Revenues	34,033	31,391	8.4%	31,391	33,232
Total Utility Fees & Revenues	143,599	135,210	6.2%	135,235	134,807
Transfers from Reserves/Other Funds	7,160	7,160	0.0%	7,160	7,139
TOTAL REVENUE SOURCES	847,918	813,330	4.3%	815,489	831,115

EXPENDITURE SUMMARY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
GENERAL ADMINISTRATION					
Mayor and Council	1,877	1,887	(0.5%)	1,892	1,816
City Manager's Office	12,030	11,218	7.2%	11,906	12,944
Corporate Services	32,619	31,909	2.2%	32,174	31,548
Human Resource Services	7,551	7,429	1.6%	7,429	7,066
City-wide Expenditures	11,467	8,415	36.3%	5,976	23,177
Total Administration	65,544	60,858	7.7%	59,377	76,551
DEPARTMENTS, BOARDS, AGENCIES & PROGRAMS					
Community Services	47,895	46,631	2.7%	48,729	48,688
Civic Grants Program	15,505	14,178	9.4%	14,118	14,034
Engineering Services					
Tax Supported (Streets, Transportation, Electrical, Administration)	59,436	58,338	1.9%	59,390	59,392
Sewer (partially tax supported)	71,202	68,457	4.0%	68,459	67,120
Waterworks	74,059	69,668	6.3%	69,693	68,685
Solid Waste	34,033	31,391	8.4%	31,391	33,232
Total Engineering	238,730	227,854	4.8%	228,933	228,429
Vancouver Police Department	179,473	175,098	2.5%	176,168	173,299
Fire and Rescue Services	80,839	78,816	2.6%	78,902	77,296
Board of Parks and Recreation	91,772	89,261	2.8%	89,852	92,757
Vancouver Public Library	35,015	34,050	2.8%	34,198	34,142
Britannia Community Services Centre	2,841	2,842	(0.0%)	2,842	2,928
Civic Theatres	6,603	6,470	2.1%	6,635	6,875
Total Departments, Boards, Agencies & Programs	698,673	675,200	3.5%	680,377	678,448
DEBT, CONTINGENCY & TRANSFERS					
Debt Charges (tax-supported)	53,805	50,876	5.8%	50,876	50,876
Contingency Reserve	3,400	3,500	(2.9%)	1,463	0
Transfer to Reserves and Other Funds	26,496	22,896	15.7%	23,396	23,396
Total Debt, Contingency, & Transfers	83,701	77,272	8.3%	75,735	74,272
TOTAL EXPENDITURES	847,918	813,330	4.3%	815,489	829,271

Revenue Sources

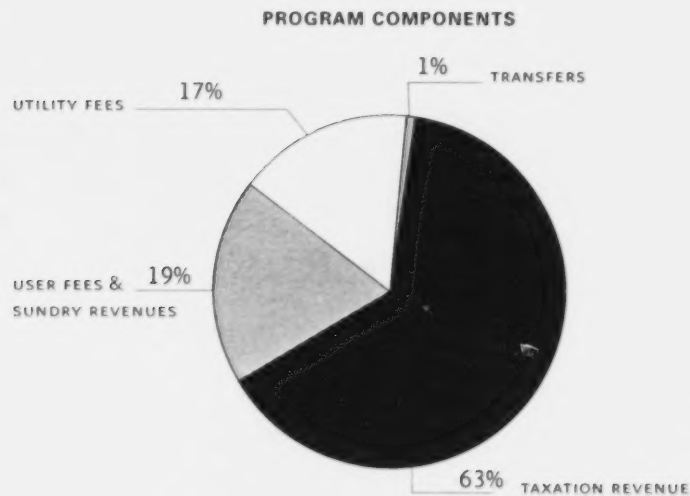
There are four major categories of revenues:

- **PROPERTY TAXES** – includes the general purpose tax levy, receipts-in-lieu of property taxes and penalties and interest related to taxation
- **USER FEES AND SUNDRY REVENUES** – includes income from the City's fees and charges, and a variety of other non-taxation sources (including provincial revenue sharing)
- **UTILITY FEES** – includes the fees collected from the water, sewer and solid waste services
- **TRANSFERS FROM RESERVES/FUND** – includes funds provided from internal City sources

2007 PROGRAM AND BUDGET SUMMARY

REVENUE SOURCES	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Property Taxation Revenue	535,886	516,336	19,550	3.8
User Fees and Sundry Revenues	161,272	154,624	6,648	4.3
Utility Fees	143,600	135,210	8,390	6.2
Transfers from Reserves/Funds	7,160	7,160	-	-
TOTAL REVENUE SOURCES	847,918	813,330	34,588	4.3

BUDGET COMPOSITION



Revenue Sources

BUDGET DRIVERS

PROPERTY TAXATION REVENUES – increased due to property taxes from new construction and from Council approval of a 3.98 per cent tax increase. Offsetting these revenues are increases to the provision for tax adjustments due to increased assessment appeals and reduced penalties and interest on delinquent taxes.

USER FEES & SUNDRY REVENUES – increased revenues anticipated due to increased rates and activity level for Service and Inspection fees and the On-Street Parking Program. Short-term interest revenues increased to reflect higher levels of cash available for investment purposes. Revenues for the Park Board and Civic Theatres reflect rate and activity level changes. Revenues are anticipated to increase slightly for Provincial Contributions, mainly from Gaming Revenue.

UTILITY FEES – Sewer fees were increased by 5.6 per cent mainly due to increased debt costs associated with the Sewer Utility's capital program and increased regional sewerage levy. Water fees were increased by 6.0 per cent mainly to recover the cost of the water purchased by the Greater Vancouver Regional District (GVRD). The cost of water increased by 19.7 per cent due to regional capital filtration projects. Finally, for solid waste, fees for garbage collection and recycling remain unchanged from 2006 while the fees for yard trimmings increased by 27.5 per cent reflecting the popularity of the program and an increase in yard trimming volumes.

TRANSFERS FROM RESERVE – are consistent with the prior year.

Revenue Sources

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the funding adjustments approved by Council during the budget deliberations.

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
REVENUE – INCREASES			
Parking Revenue – Increase Meter Rates	\$0.70	\$0.70	–
Meter rates to be increased in the Central Business District.			
Parking Revenue – Additional Parking Meters	\$0.30	\$0.40	–
New meters are to be installed in existing metered area and adjacent to existing metered areas where parking demand is increasing. \$100k is required in 2007 for meter purchases.			
Equivalency Re-submission Fee	\$0.03	\$0.03	–
A new fee of \$200 will be introduced for equivalency applications that are resubmitted.			
Increased Fee for Mortgage Companies	\$0.09	\$0.17	–
The fee will be increased from \$5 to \$10 per file for maintaining taxpayers' account balances for mortgage companies.			
Revised Fee for Apportionment of Property	\$0.02	\$0.02	–
The fee will be increased from \$20 to \$40 for developers requesting apportionment of property taxes where the property has been subdivided but the assessment cannot be updated due to timing. The benefit to taxpayer eligible for the Home Owner grant outweighs the increased fee.			
Lease Assignment Fee	\$0.01	\$0.01	–
A \$50 administrative fee will be charged for the City to provide a letter of good standing regarding a lessee's financial standing with the City. As well, the lease assignment fee will be increased from \$125 to \$175 per assignment.			
TOTAL – REVENUE ADJUSTMENTS	\$1.15	\$1.33	–

REVENUE DETAILS

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
TAXATION REVENUE					
General Purpose Tax Levy					
Pre-existing properties	493,216	471,662	4.6%	471,662	477,108
New Construction	6,549	5,686	15.2%	5,686	
Total General Purpose Tax Levy	499,765	477,348	4.7%	477,348	477,108
Allowance for Tax Adjustments	(4,000)	(3,000)	33.3%	(3,000)	(4,305)
Local Improvement Taxes	3,389	3,752	(9.7%)	3,752	3,607
Receipts-in-Lieu of Taxes					
Other Receipts					
B.C. Gas	3,100	2,886	7.4%	2,886	3,051
B.C. Hydro	6,400	5,916	8.2%	5,916	6,350
Shaw	1,050	1,000	5.0%	1,000	1,031
Current Taxes on Property Sold by City	1,000	1,000	0.0%	1,000	808
Total Other Receipts	11,550	10,802	6.9%	10,802	11,240
Sundry Rentals	11,727	11,751	(0.2%)	12,501	16,764
Federal Properties					
Crown Dominion	6,209	5,900	5.2%	5,900	7,663
C.B.C.	1,000	1,000	0.0%	1,000	1,365
Port of Vancouver	1,875	2,200	(14.8%)	2,200	2,200
Miscellaneous Properties	641	575	11.5%	575	603
Payable to Other Taxing Authorities	(4,691)	(4,223)	11.1%	(4,223)	(6,709)
Total Federal Properties (net of transfers)	5,034	5,452	(7.7%)	5,452	5,122
Provincial Properties					
Liquor Distribution Branch	366	375	(2.4%)	375	357
Insurance Corporation of B.C.	565	570	(0.9%)	570	553
B.C. Buildings Corporation	3,700	3,850	(3.9%)	3,850	3,672
B.C. Housing Management Corporation	2,300	2,000	15.0%	2,000	2,047
Simon Fraser University	16	15	6.7%	15	19
Greater Vancouver Regional District	10		0.0%		13
Payable to Other Taxing Authorities	(2,036)	(1,498)	35.9%	(1,498)	(1,503)
Total Provincial Properties (net of transfers)	4,921	5,312	(7.4%)	5,312	5,158
Total Receipts-in-Lieu of Taxes	33,232	33,317	(0.3%)	34,067	38,284
Penalties and Interest	3,500	4,919	(28.8%)	4,919	3,846
Business Improvement Area					
Business Improvement Area Tax	6,626	5,878	12.7%	5,878	5,878
Transfer to Business Improvement Areas	(6,626)	(5,878)	12.7%	(5,878)	(5,878)
Net Business Improvement Area	0	0	0.0%	0	0
TOTAL TAXATION REVENUE	535,886	516,336	3.8%	517,086	518,540

REVENUE DETAILS

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
USER FEES & SUNDRY REVENUES					
Provincial Revenue Sharing					
Traffic Fine Revenue Sharing	12,538	12,538	0.0%	12,538	12,604
Gaming Revenue	5,400	5,000	8.0%	5,000	5,416
Total Provincial Revenue Sharing	17,938	17,538	2.3%	17,538	18,020
Interest on Temporary Investments	11,700	11,400	2.6%	11,400	16,022
License Fees	14,824	14,423	2.8%	14,786	14,599
Civic Property Rentals					
Gross Rentals	1,844	1,886	(2.2%)	1,886	1,812
Less: Disbursements	(385)	(377)	5.5%	(377)	(298)
Total Civic Property Rentals	1,459	1,509	(3.3%)	1,509	1,514
Permit and Inspection Fees					
Development Permit	5,151	4,619	11.5%	4,619	5,149
Building Permit	7,780	7,287	6.8%	7,450	9,498
Electrical Permit	3,484	3,182	9.5%	3,182	3,306
Plumbing Permit	4,418	4,208	5.0%	4,208	4,078
Gas Permit	478	436	9.6%	436	455
Street Occupancy	580	462	25.5%	462	623
Permits & Licences File Research Fees	162	154	5.2%	154	159
Rezoning Fees	758	718	5.6%	718	764
Residential Demolition Fees	1,000	900	11.1%	900	1,002
Subdivision Fees	676	359	88.3%	359	988
Engineering Fees and Charges	5,142	4,697	9.5%	4,772	5,231
Other	1,711	1,588	7.7%	1,588	1,776
Total Permit and Inspection Fees	31,340	28,610	9.5%	28,848	33,029
Municipal By-law Fines	11,360	10,807	5.1%	11,032	12,148
Parking Meter Revenues	25,742	24,073	6.9%	24,073	24,856
Civic Theatre Revenues	5,786	5,999	(3.5%)	6,137	6,793
Park Board Revenues	36,258	34,752	4.3%	34,972	37,629
Miscellaneous Fees					
Administration Fees – Provincial School Tax Levy	260	315	(17.5%)	315	357
Musqueam Service Agreement	400	500	(20.0%)	500	590
Property Tax Search Fees	504	588	36.9%	588	357
Greater Vancouver Transit Authority (GVTA)	3,298	3,548	(7.0%)	3,548	3,548
Utility Co Access	209	279	(25.1%)	279	318
Other	195	283	(31.1%)	483	849
Total Miscellaneous Fees	4,866	5,513	(11.7%)	5,713	6,019
TOTAL USER FEES & SUNDRY REVENUES	161,273	154,624	4.3%	156,008	170,629

REVENUE DETAILS

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
UTILITY FEES & REVENUES					
Sewer Revenue					
User Fee Revenue	34,233	32,981	3.8%	32,981	31,613
BOD/TSS Flow Charges	1,274	1,170	8.9%	1,170	1,277
Total Sewer Revenues	35,507	34,151	4.0%	34,151	32,890
Waterworks Revenues					
Flat Rate	29,057	28,081	3.5%	28,081	27,430
Metered Water	43,218	41,434	4.3%	41,434	39,440
Other	1,784	153	1,066.0%	178	1,815
Total Waterworks Revenues	74,059	69,668	6.3%	69,693	68,685
Solid Waste Revenues					
Collection Fees	13,721	12,684	8.2%	12,684	12,759
Disposal Fees	14,355	12,813	12.0%	12,813	14,529
Recycling Fees	5,949	5,886	1.1%	5,886	5,937
Other	8	8	0.0%	8	7
Total Solid Waste Revenues	34,033	31,391	8.4%	31,391	33,232
TOTAL UTILITY FEES & REVENUES	143,599	135,210	6.2%	135,235	134,807
Transfer From Reserves/ Other Funds					
Sinking Fund Prior Year Surplus	0	0	0.0%	0	147
Property Endowment Fund	7,000	7,000	0.0%	7,000	7,000
Art Gallery Reserve	0	0	0.0%	0	0
Miscellaneous Reserves	160	160	(80.8%)	160	139
Total Transfer from Reserves / Other Funds	7,160	7,160	0.0%	7,160	7,139
TOTAL REVENUE SOURCES	847,918	813,330	4.3%	815,489	831,115

Business Group Budget Details

The following details the City's organizational structure, departmental responsibilities and individual budgets. The sections are divided into three expenditure categories: General Administration; Services and Programs; and Debt, Contingency and Transfers.

City of Vancouver Organization Chart	60
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GENERAL ADMINISTRATION

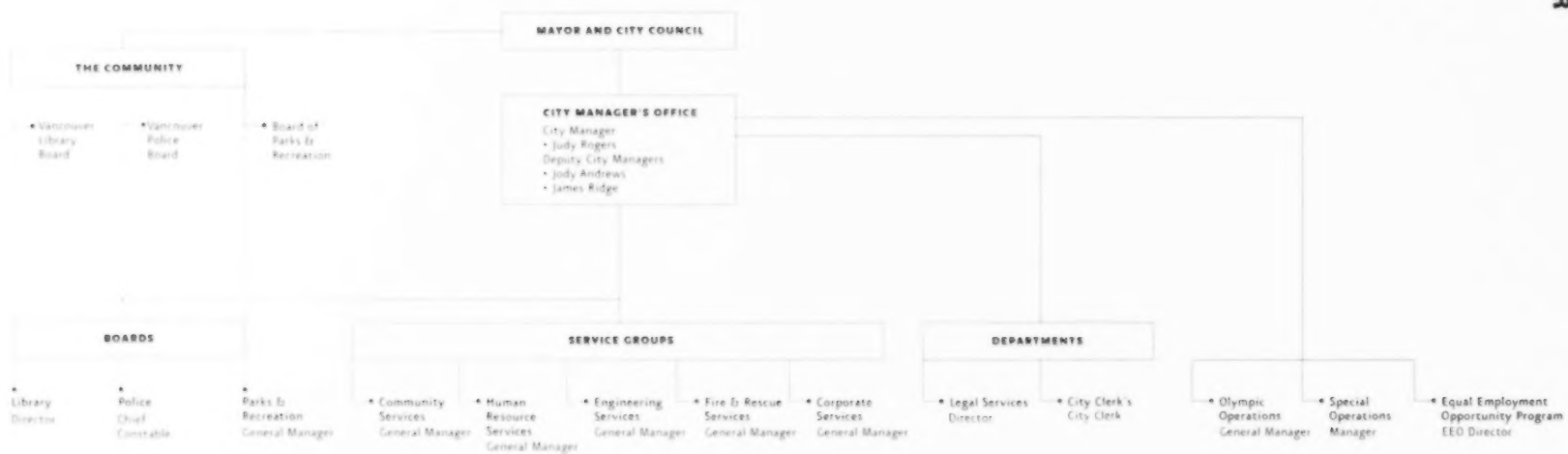
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DEBT, CONTINGENCY & TRANSFERS

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MAYOR & COUNCIL



Mayor & Council

ELECTED OFFICIALS – MAYOR & COUNCIL

MISSION

To create a great city of communities which cares about its people, its environment and the opportunities to live, work and prosper.

MANDATE

The citizens of Vancouver elect a mayor (the chief executive officer of the City and the president of the Council), and ten councillors who, under the *Vancouver Charter*, have the authority to deal with such items as:

- passing by-laws to regulate such things as noise, land use, etc.
- buying and selling of property
- collecting certain taxes
- approving expenditures
- taking on debts
- providing grants
- hiring and discharging employees

CITY GOVERNANCE

COUNCIL

Council is the governing body of the City and the custodian of its powers, both legislative and administrative. Council meets regularly, approximately two Tuesdays per month, to deal with City matters.

STANDING COMMITTEES

Council is assisted in the discharge of its responsibilities by its Standing Committees. Standing Committees are made up of all members of Council. They deal with civic business and hear pre-arranged delegations in a slightly less formal manner, with more opportunity for discussion.

The Mayor is an ex-officio member of each committee appointed by Council and, when present, shall be counted in calculating a quorum. In September, 1989, a Council resolution provided that at the immediate conclusion of each Standing Committee meeting, a regular Council meeting would be convened to ratify the Committee's recommendations.

CITY SERVICES AND BUDGETS COMMITTEE: is mandated to deal with the City's revenues and their allocation. Topics include: financial planning, budgets, taxation, capital works and municipal infrastructure; grants; economic development including tourism, Pacific Rim initiatives and industrial zoning; civic administration and matters pertaining to the civic work force including service expansions, computerization, worker health and safety and equal employment opportunity.

TRANSPORTATION AND TRAFFIC COMMITTEE: is mandated to deal with transportation policy; development of the City's Transportation Plan; regional transit issues; and issues related to traffic and its impact on our communities.

Mayor & Council

PLANNING AND THE ENVIRONMENT COMMITTEE: is mandated to deal with neighbourhood planning and protection; environmental issues; community issues; and cultural and ethno-cultural issues. Current topics include: local area planning programs, zoning issues, housing initiatives, social policy development, children's policy, Vancouver arts initiatives, continuing public health care initiatives, heritage matters, noise complaints and environmental issues.

MAYOR'S OFFICE & COUNCIL SUPPORT

Support for the Mayor and Council is provided by two offices: the Mayor's Office and Council Support in the City Clerk's Department.

SERVICES PROVIDED

MAYOR'S OFFICE

The Mayor's Office is often the first point of contact citizens have with the City and its employees, but it is also where representatives of other levels of government, both Canadian and foreign, come to find out about Vancouver and its advantages. As a result, the Mayor's Office must have resources available to support the Mayor's busy schedule, as well as the substantial volume of correspondence and media inquiries.

The Mayor's office ensures that:

- the Mayor is able to represent the City effectively in dealing with the federal and provincial governments, other municipal and First Nations leaders, potential investors and community leaders on a wide range of issues;
- there is a good relationship between the City's senior management team and Council members;
- news organizations have quick and timely access to the Mayor; and
- citizens and community organizations have good access to the City and its political leadership.

In addition to supporting the work of the Mayor, his office issues Noise Exemption Permits, proclamations and greetings for City events. Substantial resources are required to manage the flow of several hundred letters, faxes and e-mails which arrive weekly. Every piece of correspondence is reviewed, queries are followed up and questions are answered promptly.

To assure citizens the best possible access to the decision-making process, the Mayor's Office is also responsible for a wide range of consultative projects including:

- Organization of special Mayor's Forums on issues of particular public concern, like the City Budget and Vancouver's participation in the 2010 Olympic Winter Games and Paralympic Winter Games
- The work of the Four Pillars Coalition, which supports the City's efforts to tackle drug addiction and poverty

Mayor & Council

CITY CLERK'S COUNCIL SUPPORT

Council Support, reporting to the City Clerk, provides confidential administrative support services to City Councillors. (see City Clerk page 78)

BUDGET DRIVERS

MAYOR'S OFFICE

The Mayor's Office budget was primarily impacted by:

- General inflationary changes, including collective wage increases
- Funding related to disability management support transferred to Human Resources

COUNCIL SUPPORT

Council Support Office budget was primarily impacted by:

- General inflationary changes, including collective wage increases
- Indexation of the Councillors' Elected Official Expenses.

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancement approved by Council during the budget deliberations.

SERVICE ENHANCEMENT

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
Council Support			
Funding – No additional Cost to the Operating Budget			
Regularize Councillors' Assistant position	\$0.05	\$0.05	1.0
Due to workload increases, there is a need to create a fourth permanent Councillors' Assistant position. Funding will be provided within the Council Support budget through a transfer from the temporary help budget.			
TOTAL SERVICE ENHANCEMENT COUNCIL SUPPORT	\$0.5	\$0.05	1.0

MAYOR AND COUNCIL	BUDGET				2006 ACTUAL (\$ 000's)
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	
Office of the Mayor	780	825	-5.5%	825	802
Councillors and Council Secretariat	1,097	1,062	3.3%	1,067	1,014
TOTAL MAYOR AND COUNCIL	1,877	1,887	-0.5%	1,892	1,816

CITY MANAGER'S OFFICE



City Manager's Office

DEPARTMENT: CITY MANAGER'S OFFICE

VISION

To oversee the overall conduct of the City administration in pursuing the City's Mission and Purpose and carrying out City Council's policy directions. To oversee major projects such as the 2010 Olympic and Paralympic Winter Games, South East False Creek development, and Access Vancouver.

SERVICES PROVIDED

Statutory Responsibility – The City Manager is appointed by City Council and is responsible to Council for the execution of its decisions and for the work of City departments (*Vancouver Charter* section 162A, 165).

SPECIFIC SERVICES PROVIDED

- Review departmental programs, budgets and policy initiatives
- Make recommendations to City Council
- Ensure that Council's directives are carried out (in consultation with Council and departments)
- Establish standards and priorities for the civic administration
- Motivate and monitor performance to ensure that standards are met, that priorities are pursued and that City services are delivered with consistently high quality
- Manage a continuing organizational development program to ensure good communication between departments and good coordination of efforts to address City priorities

The City Manager (or Delegate) attends all meetings of Council and its Committees and may speak to matters under discussion. The Manager may submit written reports to Council and Committees, as well as those generated by departments. The City Manager is available to the Mayor and individual Councillors for informal discussions.

The City Manager is ultimately responsible for the work of all departments, and maintains close liaison with the Library Board, Park Board and Police Board, as Council has budget control over these three boards.

The following departments report directly to the City Manager:

- City Clerk's
- Equal Employment Opportunity Program
- Legal Services
- Major Projects: 2010 Games, South East False Creek, Downtown Eastside (DTES) Revitalization, Access Vancouver
- Project Civil City Implementation Office

The City Manager reviews the performance of each service group with its General Manager, assisting on internal issues and inter-departmental initiatives.

The City Manager also coordinates the preparation of an annual budget for submission to Council, exercising discretion over budget administration.

City Manager's Office

STRATEGIC DIRECTION

Develop policies and initiatives that improve the quality of life of the City's residents by focusing on Council's key objectives: economic development, crime and safety, and transportation.

2007 GOALS

Facilitate initiatives which help meet Council's key objectives:

ACCESS VANCOUVER

Enhance access to and quality of City information and services through the implementation of three corporate projects: Electronic Records and Document Management, Voice-Over-Internet Protocol, and 311.

- The Electronic Records and Document Management System project (ERDMS) will provide a centralized document repository along with a variety of document management tools
- The Voice-Over-Internet Protocol project (VOIP) will use the City data network instead of telephone lines to deliver voice communications
- The 311 project will establish a call centre which will provide a single point of entry for citizens seeking City information and requesting non-emergency services

2010 OLYMPIC AND PARALYMPIC WINTER GAMES

- Provide support and expertise to the Vancouver Organizing Committee (VANOC) for the 2010 Olympic and Paralympic Winter Games as defined through the Multi-Party Agreement to ensure the Olympics and Paralympics meet Council objectives and provide a legacy to the City

SUSTAINABLE DEVELOPMENT

- **SOUTH EAST FALSE CREEK:** provide leadership for the development of SEFC lands and for the building of the Athletes' Village
- **ECODENSITY:** begin community consultation to create greater density throughout the city, and do it in a way that lowers our impact on the environment, ensures the necessary physical and social amenities, and supports new and different housing types as a way to promote more affordability
- **VANCOUVER ECONOMIC DEVELOPMENT:** promote economic development for the City by encouraging a healthy business environment through the Vancouver Economic Development Commission
- **CULTURAL PRECINCT PLANNING:** a collaborative planning process with the Province of B.C. to review and prioritize the many cultural initiatives currently being proposed by the community, develop a short-term and long-term plan, and, begin initial development work on a major "Cultural Precinct" in downtown Vancouver

City Manager's Office

CRIME AND SAFETY

- **PROJECT CIVIL CITY:** a project which requires collaboration of governments and community stakeholders to tackle crime and social issues in Vancouver. The project's goals are to eliminate homelessness, aggressive panhandling and the open drug market, with a minimum 50 percent reduction by 2010
- **HOUSING IMPLEMENTATION PLAN:** implement the multi-faceted approach to restoring the Downtown Eastside to a healthy, safe and livable neighbourhood by developing and implementing long-term approaches to community health, safety, housing and economic development
- **VANCOUVER AGREEMENT:** provide support to the ongoing tri-level agreement between the City, the Province of B.C. and the Government of Canada
- **FOUR PILLARS:** provide support to staff, government partners and the Four Pillars Coalition in order to achieve the recommendations for drug policy through enforcement, harm reduction, treatment and prevention initiatives

TRANSPORTATION

LAND USE AND TRANSPORTATION COORDINATION

The City's Engineering and Planning departments are coordinating on all major planning projects, including the *Metro Core Jobs and Economy Study*, the *Waterfront Transportation Hub Study* (and related Whitecaps Stadium proposal), the development of East Fraser Lands, and neighbourhood vision implementation. The Metro Core study and the EcoDensity initiative will form the basis for a new structure plan for the City. In 2007, Council will be asked to give direction on this structure plan as well as the City's next long-range transportation plan.

CANADA LINE

The Canada Line Rapid Transit project is now under construction at all nine stations located in Vancouver. The City has been seeking public and business feedback on the station precincts and has helped coordinate construction mitigation measures, such as changes to on-street parking and temporary traffic calming in neighbourhood streets. In addition, the City has initiated the development of new streetscape designs for downtown Granville Street and Cambie Street, to be implemented as those streets are restored after Canada Line tunnel construction is finished.

MAJOR TRANSIT INITIATIVES

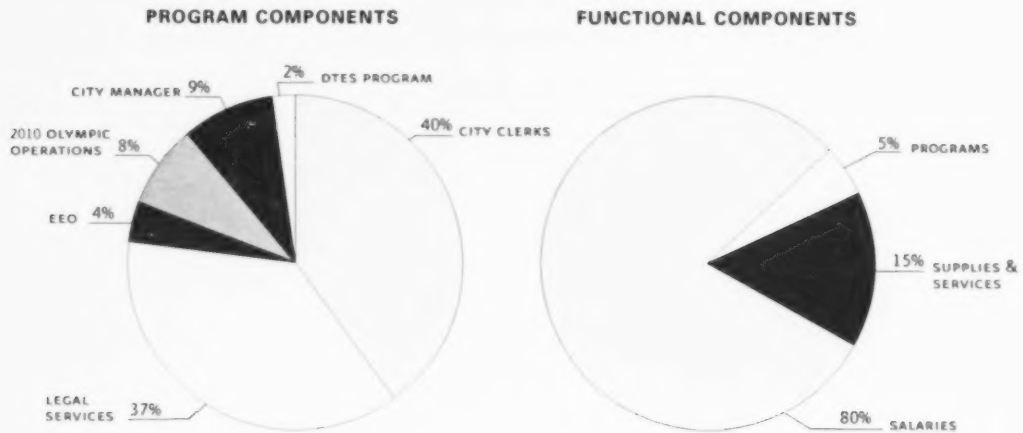
This year, the City will complete the Main Street Transit Showcase and has begun construction of a similar project on West Broadway between Larch and Alma Streets. In addition to the new bus lanes on Broadway, the City will be coordinating with TransLink to implement transit signal priority and to pilot all-door boarding for the 99 B-Line. In response to transit capacity constraints on Broadway, new cross-town bus services will be introduced, including routes on 33rd and 16th Avenues and B-Line rapid bus services on 41st Avenue and Hastings Street.

GOODS MOVEMENT INITIATIVES

In response to the *Clark-Knight Whole Route* study, left-turn bays are planned for Knight Street at 49th and 33rd Avenues. Projects such as median construction and boulevard enhancement are designed to improve livability on the corridor. In addition, the City is working with the Port and Transport Canada on the *False Creek Flats to Waterfront Rail Grade Separation Study* (to be completed by fall 2007) to explore how we might support goods movement by rail.

City Manager's Office

2007 BUDGET COMPOSITION



BUDGET DRIVERS

Other than regular inflationary changes, the City Manager's Office budget was increased by the addition of an administrative support position and a second Deputy City Manager position.

For the remaining budget drivers impacting the City Manager's Office, please see departmental write-ups.

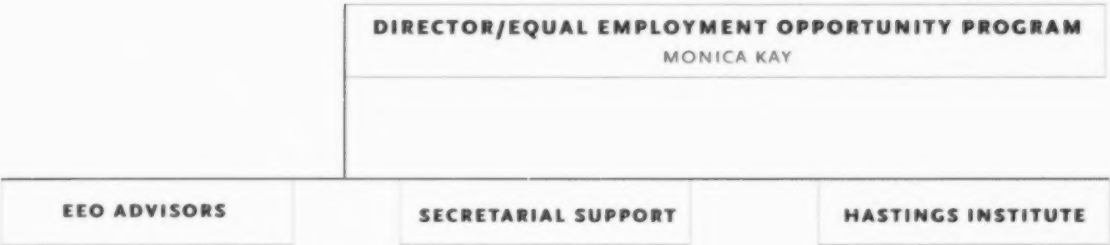
The following sections describe the administrative sections that directly report to the City Manager's Office: Equal Employment Opportunity, Legal Services and City Clerks.

2007 OPERATING BUDGET COUNCIL DECISIONS

CREATION OF THE OLYMPIC LEGACY RESERVE FUND

The Olympic and Paralympic Operations Office submitted a proposal to Council to create an Olympic Legacy Reserve Fund, and to fund the reserve at \$5 million for each of the next four years. Though supporting the objectives of the Olympic Legacy Reserve Fund, there were concerns from Council and the public that the funding of the Reserve from the City's annual operating budget would have a negative impact on property taxes. As a result, Council approved the creation of the Legacy Reserve Fund but ask that staff report back later in 2007 on how to fund the reserve while minimizing the impact on property taxes.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM



City Manager's Office

DEPARTMENT: EQUAL EMPLOYMENT OPPORTUNITY

VISION

To create a workforce within the City that reflects the diversity of the community, and to foster a climate of understanding and mutual respect among employees in the workplace and in the community at large.

SERVICES PROVIDED

In support of this vision, the Equal Employment Opportunity (EEO) Program has been established under the auspices of the City Manager's Office to assist departments with issues related to human rights, diversity and equity. Services provided by the EEO Office include:

- provision of training programs related to human rights, diversity, respectful workplaces, and workplace accommodation
- advice and assistance in resolving complaints of harassment or discrimination under human rights legislation
- advice and assistance regarding any human rights issues (e.g. mandatory retirement, pregnancy, and accommodation)
- staff liaison for Advisory Committee to Council on Diversity Issues
- liaison with community agencies and City departments to enhance equitable access to job opportunities and City services
- participation in cross-departmental projects and initiatives to integrate principles of equity, fairness, and accessibility/inclusion in the City's policies and practices; and
- management of the Hastings Institute, the external training arm of the Equal Employment Opportunity Program

MANDATORY FUNCTIONS/REGULATORY SERVICES

TRAINING

- Skills building for managers and supervisors regarding their responsibility for maintaining a harassment-free workplace
- Awareness and information for employees regarding human rights legislation, City policy and expectations for a harassment-free workplace
- Literacy training for employees to address a variety of needs, including the need to follow Workplace Hazardous Materials Information System (WHMIS) and other written instructions

ADVICE AND ASSISTANCE

- Act as a resource to departments to ensure compliance with human rights legislation on issues such as accommodation, discrimination, hiring policies and practices, and accessibility/inclusion
- Work with departments regarding employment practices and initiatives that support the EEO policy

City Manager's Office

COMPLAINT INVESTIGATION

- Provide a safe, independent body to deal with concerns/complaints related to harassment under human rights
- Provide advice and assistance to departments in responding to complaints filed with the BC Human Rights Tribunal

PROJECTS

- Work in partnership with departments on initiatives that value diversity and demonstrate the City's commitment to employment and service equity

STRATEGIC DIRECTION

Maintain City's reputation as a leader in the area of diversity and equity

2007 GOALS

- Pilot of an Accessibility Award for community members, and continued provision of Cultural Harmony Awards to community members
- Continued expansion of the EEO outreach work with Human Resource Services and community agencies
- Work with Human Resource Services on projects related to the "10 by 10" initiative
- Provision of an EEO Progress Report to the City Manager
- Modification and update of a variety of training modules addressing respectful workplace and diversity issues, and maintain relevance of training
- Expand interaction with City employees through a variety of methods to increase awareness and use of the City's Equal Employment Opportunity policy and program
- Increase awareness and use of the Workplace Language Program, internally and externally
- Complete an audit of EEO's community outreach initiatives, canvass other organizations and ensure the City maintains knowledge and use of best practices
- Work with other departments to create a literacy component in the "Prevention" pillar of the Four Pillars initiative
- Complete a 10-year progress report
- Work with the Accessible, Inclusive Initiative at 2010 Legacies Now
- Continued work on several initiatives along with other departments, including the Measuring Up audit, website accessibility, and the Inclusive City Committee (ICC) to promote inclusivity and accessibility of City facilities and resources
- Continued provision of expanded training and advisory support to all City departments; and
- Continued work, with the newly-formed Events Committee, on City events such as International Women's Day, International Day for the Elimination of Racial Discrimination, and others, including two new events--National Aboriginal Day and International Day of Disabled Persons

City Manager's Office

OPPORTUNITIES AND CHALLENGES

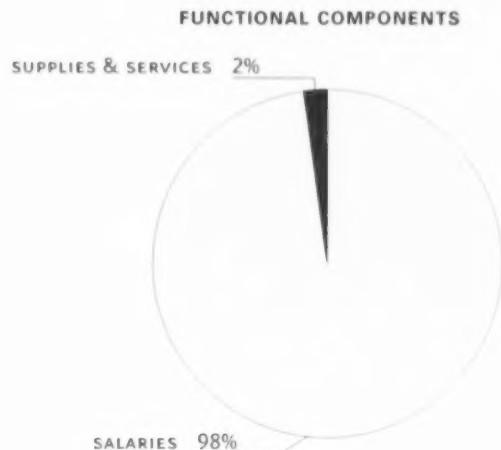
OPPORTUNITIES

- Internal process to handle workplace harassment complaints reduces legal costs, provides solutions in a timely manner, and protects the City's reputation as an employer
- Initiatives to improve access to employment for under-represented groups
- Cross-departmental initiatives that address issues related to diversity and accessibility/inclusion, and enhance customer service for the City's diverse community
- Enhance awareness of the Workplace Language Program and how it benefits participants
- Provision of a supportive, responsive resource for all City departments on issues related to human rights, equity, diversity, and accessibility/inclusion

CHALLENGES

- Increasing project work related to specific issues such as accessibility, events, etc.
- Increasing demands for training and advice on human rights issues that affect the City
- Increasing number of workplace harassment enquiries/issues for resolution
- Increasing requirements for reporting on EEO and City-wide initiatives

2007 BUDGET COMPOSITION



GROSS SALARY BUDGET¹

	2007 (\$'000's)	2006 (\$'000's)	CHANGE
Council Approved Positions (fte) ²	7 fte	7 fte	0 fte
Council Approved Position Budget	424	420	1.0%
Temp / Auxiliary Budget	3	3	0%
Total Salary Budget	427	423	0.9%

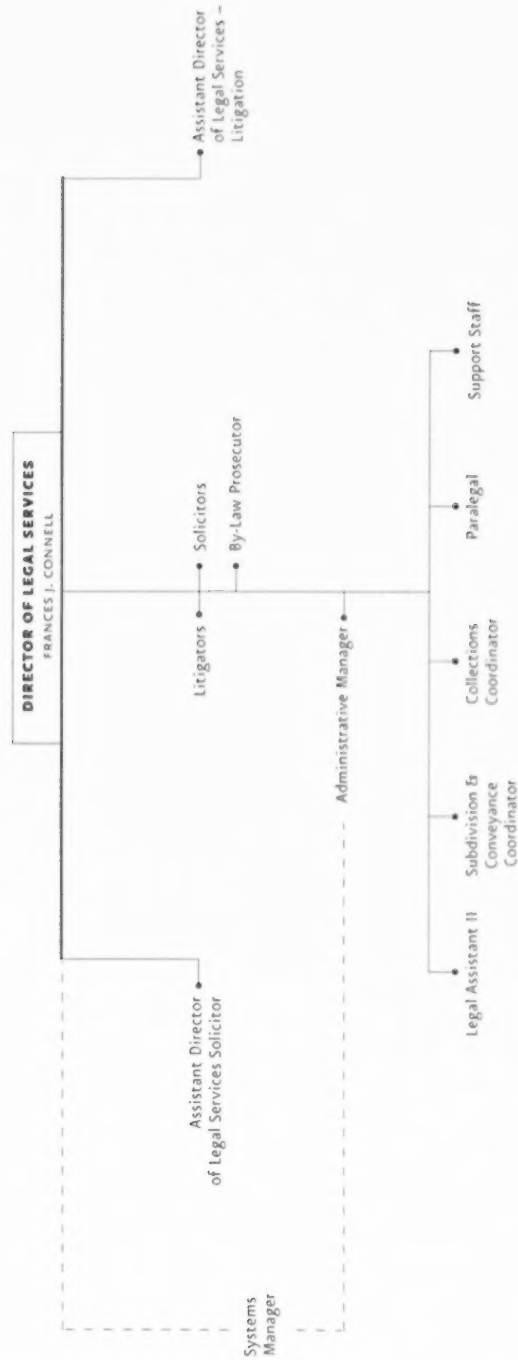
¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

The Equal Employment Office's budget was primarily impacted by general inflationary changes.

LEGAL SERVICES DEPARTMENT



City Manager's Office

DEPARTMENT: LEGAL SERVICES

VISION

The Legal Services Department's responsibility is to deliver professional, competent and effective legal services and advice to the City of Vancouver.

SERVICES PROVIDED

Generally, the Legal Services Department delivers a complete range of legal services to the City of Vancouver and its Council, boards, officials and staff (and occasionally to the Police and School Boards).

The Legal Services Department is comprised of a Director of Legal Services, two assistant directors, 19 lawyers—half solicitors and half litigators—and 20 support staff members. One of the litigators handles by-law prosecutions and works from the Provincial Courthouse and one provides operational advice to the Police Department.

In addition to providing assistance to the lawyers, support staff are also responsible for collections, Land Title Office work, conveyancing, bankruptcies, secondary suites and film license agreements.

The range of legal services includes:

- advising on existing powers and responsibilities and, with regard to changing laws and social values, suggesting additions to—or alternatives to—the City's existing constitution;
- anticipating, monitoring and analyzing issues confronting the City, including the impact of senior government legislation and the impact of court decisions and recommending courses of action to change policies and procedures to respond effectively and economically to the challenges presented by such issues, legislation and judicial decisions;
- creating (through negotiation, legal opinion, documentation and reports) rights and obligations for the City and those who live in and do business in the City; and,
- advancing and defending the City's legal interests where they are challenged or impacted.

In formulating and implementing policies and positions, City Council and City staff obtain counsel from the Legal Services Department on whether courses of action are legal and, if so, if they can be effectively implemented. The lawyers advise on the merits of possible implementation methods. They also create or assert legal rights and responsibilities by negotiating issues and drafting necessary documentation, ensuring it protects the City and avoids costly disputes. The Legal Services Department initiates legal action to enforce the City's by-laws, and defends all arbitrations, court challenges and civil actions brought against the City, Police Department, Fire Department, related entities, boards and officials. The Legal Services Department enforces and interprets the City's constitutional, corporate and contractual rights.

City Manager's Office

STRATEGIC DIRECTION

- To ensure that the City functions within the legal framework governing it
- To maximize the value of the City services provided and the recovery of resources available to it
- To preserve and enhance the City's assets and its financial security
- To minimize the City's exposure to liability and expense
- To preserve the viability and integrity of the City's regulatory and legislative processes
- To keep City Council and City departments apprised of changes in the law, both statutory and common law, and to assist in the incorporation of such changes into City policies and procedures
- To contribute to making municipal government constitutional, effective and publicly accessible, thereby justifying public confidence

OPPORTUNITIES AND CHALLENGES

CHALLENGES

- Difficult to predict:
 - the volume, nature or timing of work required; and
 - the number of cases against the City.

2007 BUDGET SUMMARY – LEGAL SERVICES



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	40.6 fte	40.6 fte	0 fte
Position Budget	3,784	3,678	2.9%
Temp / Auxiliary Budget	67	19	252.6%
Total Salary Budget	3,851	3,697	4.2%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

City Manager's Office

BUDGET DRIVERS

Other than regular inflationary changes, the major drivers for Legal Services are:

- Salaries – given that salaries comprise the majority of the department's budget, the department cannot easily adjust its budget without affecting service level
- Operating expenses – overall workload and the nature of cases are difficult to predict, as is the impact of such workload on the amount of resources required by the department

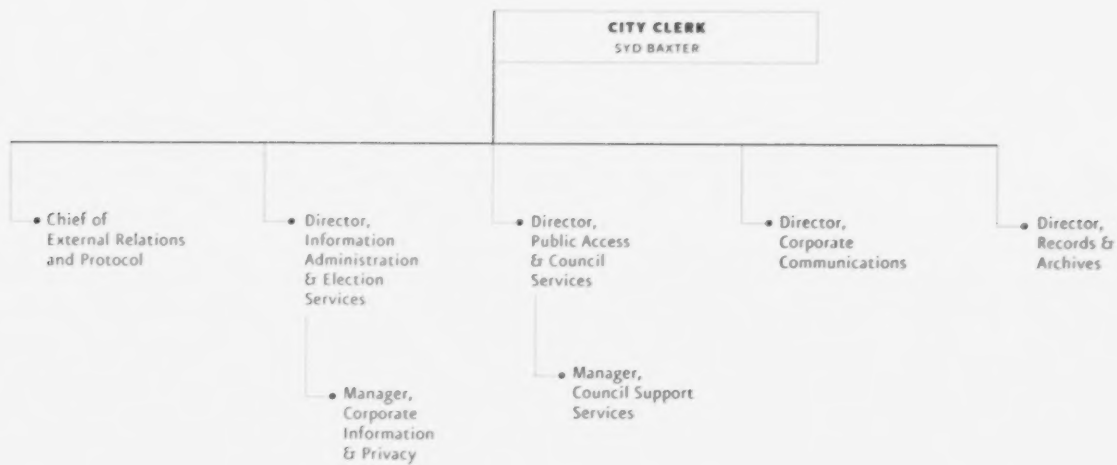
2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancement approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
By-law Prosecutor	\$0.10	\$0.14	1.0
With the additional police officers approved by Council in 2005 to 2007, this has increased officers' proactive time in dealing with crime and civil disorder. As a result, an additional By-law Prosecutor position is required to deal with the increased number of tickets being issued by Vancouver Police officers for by-law infractions.			
TOTAL – SERVICE ENHANCEMENTS	\$0.10	\$0.14	1.0

CITY CLERK'S DEPARTMENT



City Manager's Office

DEPARTMENT: CITY CLERK'S

VISION

To support and enable an open, inclusive, participatory City government.

SERVICES PROVIDED

As defined in sections 220-225 of the *Vancouver Charter*, the City Clerk's Department provides administrative and information services to City Council, its Committees, Boards, City departments and citizens.

PUBLIC ACCESS AND COUNCIL SERVICES

- Prepares agenda packages for meetings of Council, Standing and Special Committees and Boards
- Records meeting proceedings
- Facilitates communication between Council, civic staff and citizens, including the provision of information on interpretation of Council and Committee decisions
- Facilitates public involvement initiatives
- Coordinates the Neighbourhood Integrated Service Teams
- Leads and/or supports corporate projects and policy development initiatives

INFORMATION, ADMINISTRATION AND ELECTION SERVICES

- Provides research services on Council and committee minutes, actions and by-laws to Council, staff and citizens
- Administers responsibilities under the Freedom of Information and Protection of Privacy Act and acts as liaison for the City with the B.C. Ombudsman's Office
- Provides administrative support to the City Clerk's Department, including reception and mail services, payroll and accounts payable
- Provides corporate customer service at the City Hall switchboard and customer information kiosk
- Performs routine tours of City Hall facilities
- Conducts general local elections, plebiscites, referenda and by-elections

RECORDS AND ARCHIVES

- Acquires and preserves official City records with archival value, and private records of individuals, families, organizations, businesses and institutions that document Vancouver's history
- Makes archival records available to the public and the City staff and officials
- Provides records and information management services and advice for the City
- Provides records storage and micrographic services for City departments

City Manager's Office

CORPORATE COMMUNICATIONS

- Provides strategic communications planning for all City departments
- Produces a variety of communication vehicles such as news releases, brochures, newsletters, posters, rack cards and websites
- Produces videos and GVTV (a video series on Shaw Cable and online that explores the issues and debates affecting Vancouver and the region)
- Develops advertising policy and produces all City advertisements (print and electronic)
- Works with IT to develop web policy, and works with departments to set visual and communication standards
- Media liaison for the City
- Organizes and manages most civic events that fall outside the work of the Protocol Division

EXTERNAL RELATIONS AND PROTOCOL

- Responsible for directing, coordinating and facilitating the City's external relationships affiliated with special visit coordination and support
- Development of event protocols and related responsibilities
- Oversight of international partnerships and protocol

The **Council Support** section also reports to the City Clerk (see section on Mayor and Council).

STRATEGIC DIRECTION

To align departmental resources with the evolving needs of the City and the citizens it serves; to provide leadership and promote innovation by identifying, implementing and promoting current standards of practice and technology.

City Manager's Office

2007 GOALS

- Continue departmental visioning and strategic planning exercises
- Continue to implement new visual identity program for the City
- Create operational plans for 2010 Winter Games communications initiatives including external and internal communications, community relations, business relations, merchandise, and look of the city
- Communications support of major initiatives including Creative City, EcoDensity, Project Civil City, etc.
- Commence the development of a translation and interpretation policy
- Complete the program review of integrated service delivery and public involvement programs, and implement recommended changes
- Facilitate the finalization of the City's Code of Conduct
- Provide support to the development of the City's lobbying policy and Lobbyist Code of Conduct
- Implement Council-approved changes to advisory bodies
- Develop and implement standards for identifying annual events and guidelines for managing both annual and special events
- Raise the profile of the City by professionally managing official visits, events and delegations
- Develop a City of Vancouver protocol visits and events database
- Develop a strategic plan and policy framework for external relations and protocol
- Participate in the Ministry of Community Services' review of electoral processes and legislation
- Sustain and support VanRIMS, the City's records and information management standard and records retention schedule
- Lead capital project for a corporate-wide Electronic Records and Document Management System
- Conduct strategic plan for Records and Archives Division
- Improve staff and public access to corporate by-laws on the City's website

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

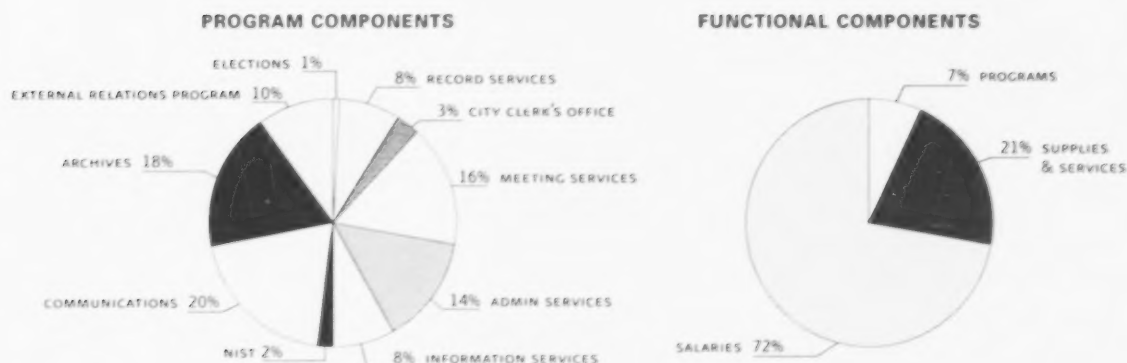
- Prepare City Clerk's processes and staff for the integration of upcoming corporate change initiatives such as Access Vancouver
- Improve citizen access to civic information and processes by broadening and facilitating access to information channels, and by improving corporate information management
- Improve service provision through strategic planning and alignment of resources with stakeholder needs

CHALLENGES

- Managing integration of major corporate projects
- Increasing expectation for accessible, accurate and timely information
- Increasing demand for City Clerk's departmental resources

City Manager's Office

2007 BUDGET COMPOSITION



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	51.5 fte	50.5 fte	1.0 fte
Council Approved Budget	2,890	2,820	2.5%
Temp / Auxiliary Budget	158	157	0.6%
Total Salary Budget	3,048	2,977	2.4%

¹ The Salary Budget provides for direct salary costs and therefore excludes: fringe benefits, other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

The City Clerk's budget was primarily impacted by:

- General inflationary changes
- Addition of new program (Official Visits & Protocol)

Every three years, funding (\$1.3 million) is added to the City Clerk's budget in order to run the civic elections held in November. Funding is provided through a transfer from Reserve based on an annual contribution of approximately \$0.4 million per year. This funding mechanism eases the impact of the Civic Election on the Operating Budget.

City Manager's Office

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancements and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$ MILLIONS)		
	2007	2008	POSITION
FUNDING – TAXATION			
Multilingual Communications Coordinator	\$0.06	\$0.06	1.0
This funding will provide information services to non-English-speaking residents through the ethnic media. The position will be the first point of contact for the ethnic media, and respond and provide information to the ethnic media. The role will involve establishing relationships with ethnic reporters and editors, and following up on issues of concern to the City, in order to ensure accurate reporting and understanding of civic issues and debates.			
TOTAL – SERVICE ENHANCEMENTS	\$0.06	\$0.06	1.0

TO MEET EXISTING SERVICE LEVELS

FUNDING – TAXATION

Official Visits and Protocol Program	\$0.23	\$0.23	0.0
This funding will be used to meet the increasing demand on the City to manage official visits and events. This consistent and reliable level of funding will provide for direct costs of visits and events (e.g. catering, decorating, transportation, rentals, gifts) and related maintenance costs (e.g. pressure washing, moving bike racks, construction/installation of structures and equipment, repairs of reception areas).			
TOTAL – TO MEET EXISTING SERVICE LEVELS	\$0.23	\$0.23	0.0

FUNDING ADJUSTMENTS

REVENUE INCREASES

Raise Microfilm Recoveries	\$0.027	\$0.027	0.0
After remaining unchanged for several years, microfilm recoveries will be raised to bring them in line with labour and material costs.			
TOTAL – REVENUE INCREASES	\$0.027	\$0.027	0.0

EXPENDITURE – REDUCTIONS

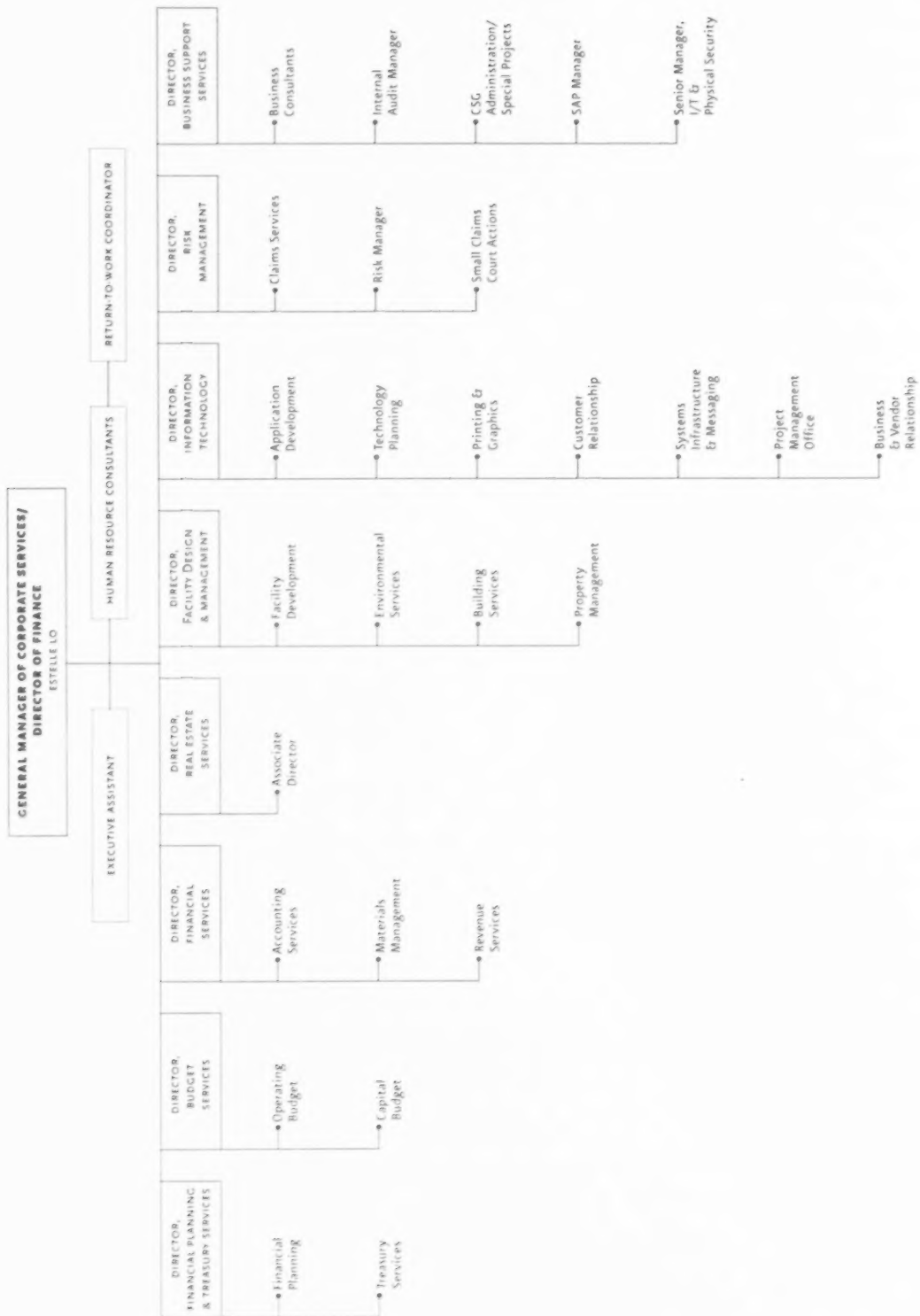
Rental Budget for 1800 Spyglass	\$0.038	\$0.038	0.0
The rental budget can be reduced at 1800 Spyglass as the VanRIMS project has now been completed, leaving half the space vacant.			
Advertising for Community Web Pages	\$0.001	\$0.001	0.0
The Community Web Pages sites are one of the most heavily viewed parts of the City's website. The impact of this cut will be minimal, however, due to efficiencies achieved over the past year in the department's advertising and promotion budgets.			
Computer Expenses for City Clerks	\$0.006	\$0.006	0.0
Reduction of the computer expenses budget for the department.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.045	\$0.045	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.072	\$0.072	0.0

CITY MANAGER'S OFFICE

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	12,878	12,134	6.1%	12,822	13,813
Less: External Revenue	(77)	(145)	(46.9%)	(145)	(98)
Cost Allocation to Other Funds *	(455)	(455)	0.0%	(455)	(455)
Transfer to Reserves	(316)	(316)	0.0%	(316)	(316)
NET OPERATING EXPENDITURE	12,030	11,218	7.2%	11,906	12,944
OFFICE OF THE CITY MANAGER					
Office of the City Manager	1,127	826	36.4%	826	891
2010 Olympic Operations	986	986	100.0%	986	986
Downtown Eastside Revitalization Program	300	300	0.0%	300	300
Project Civil City	0	0	0.0%	300	300
TOTAL CITY MANAGER'S OFFICE	2,413	2,112	14.3%	2,412	2,477
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM	462	457	1.1%	457	453
LEGAL SERVICES					
Legal Services	5,323	5,207	2.2%	5,235	5,969
Cost Allocation to Property Endowment fund	(455)	(455)	0.0%	(455)	(455)
Transfer to Insurance Reserve	(316)	(316)	0.0%	(316)	(316)
External Revenues	(77)	(145)	(46.9%)	(145)	(98)
Total Legal Services	4,475	4,291	4.3%	4,319	5,100
CITY CLERK					
City Clerk's Office	2,429	2,182	11.3%	2,358	2,478
Communications Division	963	895	7.6%	937	887
Elections	25	25	0.0%	25	12
Archives	903	865	4.4%	1,007	1,040
Record Services	360	391	(7.9%)	391	497
Total City Clerk	4,680	4,358	7.4%	4,718	4,914
TOTAL CITY MANAGER'S OFFICE	12,030	11,218	7.2%	11,906	12,944

* Other Funds include: Property Endowment Fund, Capital Financing Fund, and the Sinking Fund

CORPORATE SERVICES



Corporate Services

VISION

AUDIT AND SECURITY

- To assist management in establishing a cost-effective and efficient internal control environment that mitigates the City's financial risk exposure and safeguards the City's assets
- To establish corporate physical and information technology security policies for the City, and to review and evaluate the effectiveness and efficiency of the City's physical and information technology security controls

FINANCIAL GROUP

(Financial Services, Financial Planning and Treasury, Budget Services, Business Support Services)

- To provide proactive financial leadership and responsive service to support our customers' needs, and to preserve the Corporation's financial health
- To support and improve City businesses with innovative SAP solutions

INFORMATION TECHNOLOGY

- To drive the application of technology that promotes City business by demonstrating leadership in enabling user-friendly IT services for staff and citizens

PROPERTY GROUP

(Real Estate Services and Facilities Design & Management)

- To provide sustainable, efficient and cost-effective properties

RISK & EMERGENCY MANAGEMENT

- To minimize the potential for injury or loss to the public and financial loss to the City
- To enhance the City's and the public's ability to respond to and recover from an emergency situation

Corporate Services

SERVICES PROVIDED

OFFICE OF THE GENERAL MANAGER OF CORPORATE SERVICES/DIRECTOR OF FINANCE

- Responsible for a wide range of services and support to Council, citizens, affiliated organizations and other City service groups
- Services include: information technology, internal audit, physical and IT security, real estate services, risk and emergency management, financial planning, treasury, budget, accounting, payroll, revenue billing, collections, procurement, consulting services and property design, maintenance and management

AUDIT AND SECURITY

- Provides internal audit services including annual corporate risk assessments
- Provides internal control advisory and consulting services
- Provides corporate physical and information technology security services
- Recommends and monitors compliance to corporate policies
- Provides advisory services to protect the confidentiality, availability and integrity of City technology, data and personal information

FINANCIAL GROUP

- Provides financial reporting, general accounting, payroll, purchasing, inventory, warehousing, cashier services and billing and collection of property taxes, water and sanitation charges and by-law infractions
- Manages the Property Endowment Fund, Capital Financing Fund, Sinking Fund and Capital and Operating Funds
- Manages the investment, cash and debt portfolios, payment processing and banking relationships
- Coordinates, prepares and recommends strategies and provides coordination, preparation, management and reporting of the annual Operating, Capital and Utility budgets
- Reviews Council, administrative authorities and other financial policies that impact the budget or related financial matters internal to the City
- Brings financial expertise to departmental operation and business plans and initiatives
- Evaluates the impact of B.C. government, Greater Vancouver Regional District (GVRD) and other associated groups' budgets and policies, and the impact of external economic events on City finances
- Provides creative problem-solving, business process review, analytical support and financial analysis services
- Develops and maintains financial policies and financial plans
- Provides SAP support services and implementation of new SAP functionalities
- Provides liaison between the City and City-funded external agencies (e.g. Vancouver Economic Development Corporation, Parking Corporation of Vancouver and Pacific National Exhibition)

INFORMATION TECHNOLOGY

- Provides corporate information systems, technology infrastructure (desktops, networks, servers), applications, voice, data and printing services
- Offers project management and application services
- Provides IT Help Desk to assist City departments

Corporate Services

PROPERTY GROUP

- Manages the acquisition, sale, leasing and management of real estate property
- Manages the Property Endowment Fund portfolio including land development
- Provides professional advice on all aspects of real estate including financial analysis, pro forma analysis and project feasibility to Council, Boards and departments
- Provides strategic facilities planning including: long-range planning, feasibility studies, conceptual design, cost estimating, accommodation/space planning, moves and bonus amenity valuations
- Provides project development services including: detailed design, project and construction management services for major construction, renovation and redevelopment of civic-use buildings
- Provides capital maintenance of civic-use facilities through facility audits, development of equipment life-cycle models, and design and management of capital maintenance projects
- Programs and manages the maintenance and operations of civic-use facilities, including building equipment/systems maintenance and repair, landscaping and janitorial services
- Manages utility acquisitions and accounts for natural gas, hydro and water/sewer services
- Develops and implements energy conservation and hazardous material abatement programs
- Provides property management services including inspection, maintenance and repair and disposal of sundry rental and PEF facilities

RISK & EMERGENCY MANAGEMENT

- Manages the City's extensive insurance portfolio and administers the deductible reserve, including handling of all City property claims
- Handles all liability claims against the City including Small Claims Court actions; initiates third-party collection proceedings to recover for damage to City property; represents the City on licensed motor vehicle claims with the insurer; and, administers the self-insurance liability reserve
- Provides advice and assistance to City departments and elected officials on risk or insurance-related issues
- Oversees the City's Emergency Management program, including plan development and exercising, staff training, public education, administration of the City's Emergency Operations Centre (VEOC) and implementation of the Council-approved emergency management initiatives

Corporate Services

STRATEGIC DIRECTION

AUDIT AND SECURITY

- Assist management in establishing a practical, efficient internal control environment to mitigate operating and financial risks
- Recommend security policies for the City
- Monitor compliance to policies
- Consult on security matters
- Optimize physical delivery of City-wide security services

FINANCIAL GROUP

- Optimize financial performance
- Increase customer satisfaction
- Enhance human resource effectiveness
- Provide efficient business processes

INFORMATION TECHNOLOGY

- Plan, build and support high-speed data networks and systems infrastructure
- Standardize desktop computing infrastructure
- Evolve Web Services to make the City of Vancouver services more accessible to the public and to departmental clients
- Promote, enable and support core enterprise applications to support business processes
- Provide expert IT knowledge, leadership and services to support business information technology needs
- Build excellence in customer service to all our customers and clients
- Secure the infrastructure and data to protect from unwanted intrusions

PROPERTY GROUP

- Prepare long-range facilities strategic plan
- Establish procedures for the coordination of the various property business units to create a seamless operation
- Determine level of services required by customers within the level of approved resources, and develop service agreements
- Review and validate business processes to optimize efficiency
- Create incentives that encourage staff to offer innovative ideas to enhance services
- Manage triple bottom line process in the development of the City's real property
- Develop and implement opportunities for energy conservation and greenhouse gas reduction
- Enhance the City's accessibility and inclusiveness through facility rehabilitation and renovations
- Develop long-range financial plans/forecasts for facility recapitalization

RISK & EMERGENCY MANAGEMENT

- Enhance public emergency preparedness through City-wide workshops, community awareness programs and proactive preparedness initiatives
- Manage the City's exposure to liability in a hardening insurance market through training and heightened risk awareness

Corporate Services

2007 GOALS

AUDIT AND SECURITY

- Conduct and report on corporate risk assessment
- Complete audit program consisting of over 10 internal audits and four reviews
- Prepare key IT and physical security policies and conduct and report on security risk assessments
- Continue to monitor IT security risk and ensure mitigation strategies are in place
- Review business processes in use to provide physical security City-wide
- Review physical security structure and provide training to improve customer service

FINANCIAL GROUP

- Continue implementation of Public Sector Accounting Board (PSAB) reporting requirements, specifically accounting for tangible capital assets and segmented reporting
- Integrate a supply chain management model for purchasing and inventory management across the City of Vancouver
- Continue with enhancements to the new revenue billing and collection systems
- Review, update and develop corporate, financial and budget policies
- Enhance capital reporting capabilities by implementing an Infrastructure Management Strategy that involves integrating new SAP modules (Project Systems (P/S), Investment Management (I/M), and Business Intelligence) with Hanson's Infrastructure Management System in Engineering
- Implement new Capital Budget Policy and work towards enhanced capital reporting capabilities through the infrastructure management systems project
- Implement recommendations of Capital Budget Process Review
- Support the joint Vancouver Police Department (VPD) – City Steering Committee established to review the Department's resources and operational plans
- Conduct a review of the Operating Budget public consultation process to identify areas for improvement
- Monitor business plans and ongoing financial performance of the Vancouver Economic Development Commission, Parking Corporation of Vancouver and Pacific National Exhibition
- Implement SAP Real Estate Management System
- Develop a three year SAP development plan
- Recommend a new debenture syndicate structure

INFORMATION TECHNOLOGY

- Complete and implement part of the City-wide IT strategic planning process
- Develop a process to inventory, prioritize and manage City IT projects
- Instil an IT service management culture within Corporate IT, including inventory and review service and operating level agreements in place with customers
- Maintain high availability of current services and products while continuing to modernize, consolidate and expand IT systems and services
- Identify and update IT policies and standards
- Integrate succession planning with ongoing development of IT staff
- Investigate opportunities to develop a municipal wireless network for the City of Vancouver as part of a public-private partnership

Corporate Services

- Implement web content management strategy to support City's web services
- Complete migration of VPD help services to City customer service centre
- Promote and market our Print Shop services
- Enhance Security/Disaster Readiness systems
- Support other major City projects including: 311; VOIP; ERDMS; Prism replacement; and the Engineering Infrastructure Management Strategy

PROPERTY GROUP

- Complete Woodward's project and insulate City from development risk
- Issue and evaluate request for proposals to rent the Gastown Parkade structure (previously rented by the Storyum exhibit)
- Provide financial oversight of Heritage Management programs, Cultural and Social Amenity Bonusing Programs
- Negotiate non-profit leases
- Develop Cultural Precinct strategy
- Rent reviews of False Creek Land Lease Agreements – Market and Non-Market Housing
- Address staffing issues for leadership, succession planning, development by innovation and staff satisfaction
- Roll-out SAP Real Estate module
- Participate and strategize with the Village Advisory Committee
- Issue RFP for 2400 Motel and Granville Bridge Development
- Participate on ERDMS Steering Committee
- Monitor Canada Line development and sales
- Participate in completing Social Development Plan
- Maximize social housing benefits from negotiated deal with developers
- Reduce commercial vacancies
- Community Outreach/University Liaison Work
- Participate in the planning and development of the Cambie/Broadway and 2nd Avenue RAV stations
- Develop and implement service level agreements with property users
- Prepare a building energy audit, and implement a 20 per cent energy consumption reduction program
- Develop VPD training facilities
- Complete the design development of:
 - VPD Dog Squad Facility
 - VPD Force Options Training Centre
- New Fire Hall #15
- Woodward's City Space Parcels
- Project/construction management of 1 Kingsway/Mount Pleasant Community Centre and renovations to Queen Elizabeth Theatre
- Prepare for housing portion of 1 Kingsway project
- Restructure the Capital Maintenance Program to increase flexibility, enhance responsiveness and improve controls
- Develop alternative strategies for the management of non-profit capital assets

Corporate Services

RISK & EMERGENCY MANAGEMENT

- Work with other departments to develop/update insurance and risk transfer provisions in contract templates to support the Insurance Requirement Matrix
- Work with Financial Planning to develop funding and cost-allocation strategies based on the 2006 actuarial review
- Develop an inventory of programs and liability exposures
- Develop policies and waiver forms with HR and Legal Services
- Evaluate and refine the Risk Management Matrix and to address departmental input
- Conduct two emergency exercises at the VEOC
- Expand the Neighbourhood Emergency Preparedness Program Workshops into multiple languages
- Expand the complement of City staff trained in Vancouver Emergency Operations Centre (VEOC)/emergency procedures

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Implement new applications, technology and processes to achieve operating efficiencies and improvements
- Plan and build new IT infrastructure to deliver operating efficiencies
- Continually look for ways to optimize service delivery models by leveraging technology
- Optimize the use of SAP
- Implement City-wide Contract Security Services
- Standardize contracts and consolidate purchasing
- Achieve efficiencies through shared services applied across the organization
- Achieve savings and efficiencies through rationalization of the supply chain processes
- Current and future savings resulting from working with BC Hydro and their PowerSmart program
- Clarify roles and responsibilities of City and tenants through enhanced lease and air space parcel agreements

CHALLENGES

- Make appropriate long-term choices within an environment of rapid change, competing priorities and scarce resources
- Balance tax increase with increased demand for service/programs
- Make the Operating Budget a strategic tool for strategic plans, long-term financial plans and goals and performance measurement
- Improve on Capital Budget processes that lead to improved accountability and reporting
- Manage costs in light of increasing competition for resources and services in marketplace
- Manage triple bottom line – economic, social and environmental sustainability
- Seek investment strategies to maintain income support to operations
- Develop property taxation policy to meet Council's direction
- Retain AAA credit rating
- More stringent public accounting standards and implementation for reporting of tangible capital assets
- Aging infrastructure requires continual capital funding

Corporate Services

- Continue implementation of "best practice" supply chain management
- Continue standardization of policies and procedures that support sound internal control, financial management and external reporting across all City departments and boards
- Implement shared service organization for payroll services and accounts payable
- IT Security/Security Awareness and Training
- Rapid expansion of electronic enterprise
- Prioritizing and managing the multitude of projects, work demands and expectations that the organization has of IT
- Making "right" decisions on deployment of rapidly evolving information technology to optimize business value
- Succession planning in light of the rapidly approaching retirement wave
- Attraction and retention plan for staff with highly-specialized knowledge
- Continue staff development and training
- Ensure City's interests are represented with outside organizations – GVRD, E-Comm, Port of Vancouver
- Implementation of Enterprise Risk Management
- Continue initiatives for Emergency Preparedness and Business Continuity
- Continue seismic upgrading
- Rapidly changing insurance and risk environment
- Continue emergency planning for public education, staff education and sustaining of Council-approved initiatives
- Address space shortage throughout City buildings
- Escalating construction prices
- Recapitalization, renovation and accessibility improvements in Heritage facilities

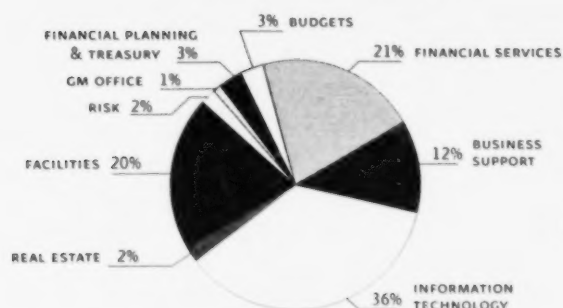
2007 PROGRAM AND BUDGET SUMMARY

CORPORATE SERVICES	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
General Manager's Office	329	328	1	0.3
Financial Planning & Treasury	898	881	17	1.9
Budgets	846	723	123	17.0
Financial Services	6,726	6,665	61	0.9
Business Support	4,071	3,895	176	4.5
Information Technology	11,935	11,702	233	2.0
Real Estate	658	675	(17)	(2.5)
Facilities & Property Management	6,475	6,372	103	1.6
Risk & Emergency Management	681	668	13	1.9
TOTAL CORPORATE SERVICES	32,619	31,909	710	2.2%

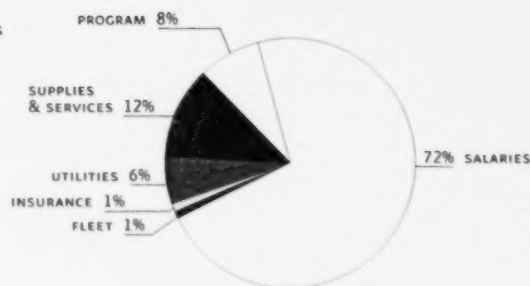
Corporate Services

BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000'S)	2006 (\$000'S)	CHANGE	% CHANGE
Council Approved Positions (fte) ²	462.6 fte	458.6 fte	4.0 fte	0.9s fte
Council Approved Budget	26,011	24,541	1,470	6.0%
Temp / Auxiliary Budget	2,696	2,478	218	8.8%
Total Salary Budget	28,707	27,019	1,688	6.2%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

Corporate Services

BUDGET DRIVERS

GENERAL MANAGER'S OFFICE

- Increase in vehicle rental rates

FINANCIAL PLANNING AND TREASURY

- Salary increases related to wage settlements

BUDGETS

- Salary increases related to wage settlements & reclassifications

FINANCIAL SERVICES

- Salary increases related to wage settlements
- Repayment of capital loan for Revenue Replacement System
- Increase in credit card merchant fees
- Additional funding for vendor maintenance for Revenue Replacement System

BUSINESS SUPPORT

- Salary increases related to wage settlements
- Increase in positions for Infrastructure Management Strategy

INFORMATION TECHNOLOGY

- Salary increases related to wage settlements
- Increase in positions for Revenue Replacement System
- Increase in software maintenance agreements

REAL ESTATE

- Salary increases related to wage settlement

FACILITIES DESIGN & MANAGEMENT

- Normal inflationary, salary step increases and retirement costs
- Increase in vehicle rental rates and childcare facilities maintenance costs
- General increases in building maintenance costs, utility costs, rent and insurance, offset by increased cost recoveries and repayment of loan for Vancity Building

RISK AND EMERGENCY MANAGEMENT

- Salary increases related to wage settlements
- Inflation costs on Emergency Planning Initiatives Program

Corporate Services

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancements and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$ MILLIONS)		POSITION
	2007	2008	
FUNDING REQUESTS			
Information Technology – Temporary Systems Analyst for Property Information System	\$0.08	\$0.08	1.0 (temp)
There is significant demand for easy access to broadly integrated property information in the City. This position will focus on formalizing the vision and identifying the business requirements for how property information, which originates from a variety of sources both inside and outside the City, can be brought together and made easily accessible to staff and the public as well as integrating with the City's GIS environment (i.e. VanMap). This position will be re-assessed after two years.			
TOTAL – SERVICE ENHANCEMENTS	\$0.08	\$0.08	1.0 (temp)

REVENUE INCREASES¹

Fees – Materials Management	\$0.02	\$0.02	–
The City's purchasing card agreement with the City's banker includes a rebate back on each transaction as a promotion of the card as a more efficient procurement method for low-value, high-volume purchases. This budget increase reflects increased card activity.			
TOTAL – REVENUE ADJUSTMENTS	\$0.02	\$0.02	–

EXPENDITURE – REDUCTIONS

Corporate Services – Operational Adjustments	\$0.06	\$0.06	–
– Bank charges and general administration – Consulting services in SAP Support – may result in not having adequate funding to complete all SAP-related system enhancements requested by the business and/or deal with unforeseen systems issues that arise.			
Information Technology – IT Operations	\$0.11	\$0.11	–
Changing technology such as the sunset of the mainframe system and expansion of the City's fibre network has reduced costs for data communication, software licensing and server maintenance. PC maintenance costs have been decreasing over the last several years due to the continued enforcement of hardware and software standards, timely replacement of desktop computers (every four years) and management of inventory, purchases and maintenance contracts.			
Information Technology – Legacy Telecom	\$0.06	\$0.06	–
With the anticipated implementation of a new telecom system (Voice-Over-Internet Protocol), maintenance costs for the current legacy telecom-switch gear can be reduced.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.23	\$0.23	–
TOTAL – FUNDING ADJUSTMENTS	\$0.25	\$0.25	–

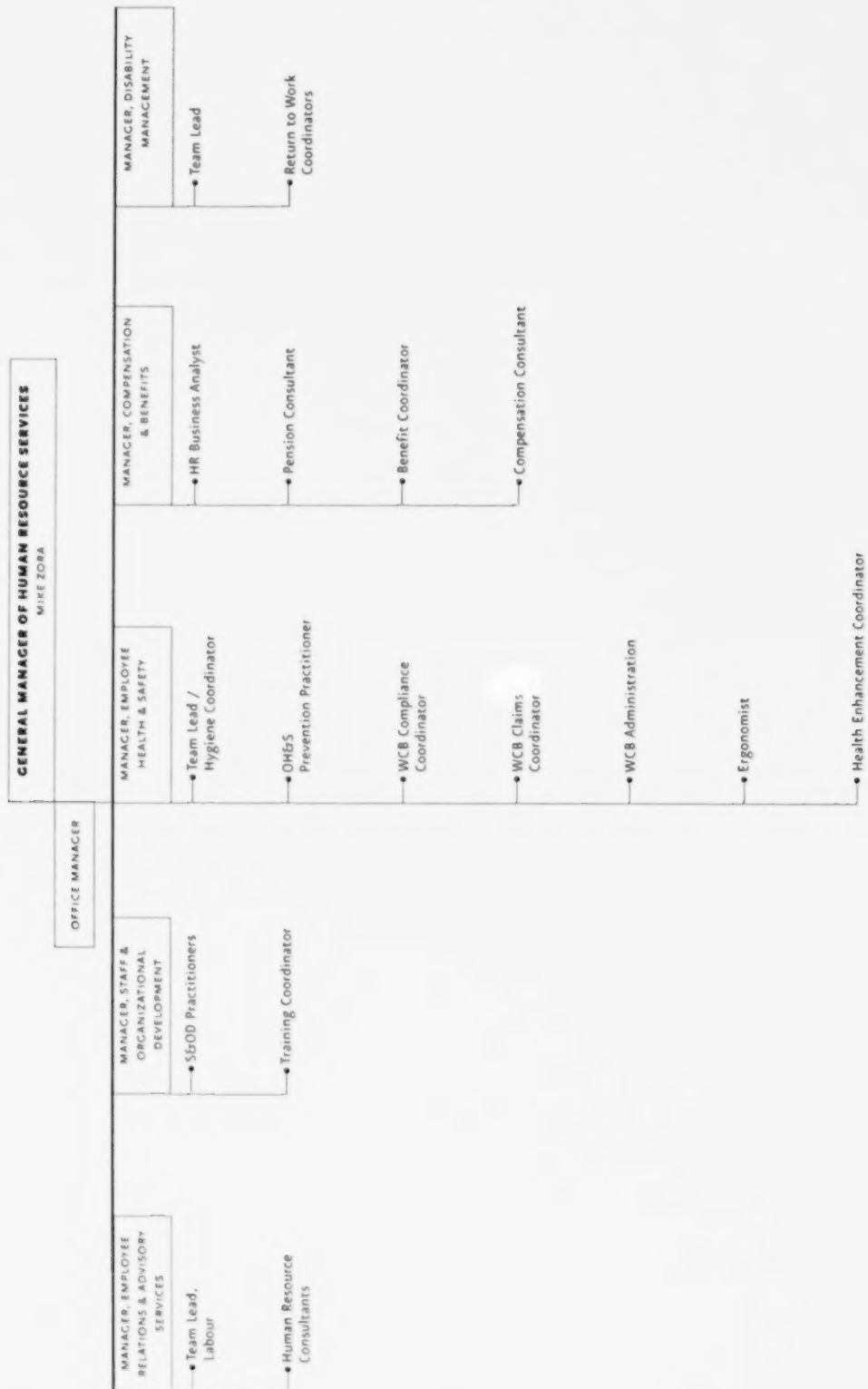
¹ Further revenue increases of \$0.12 million that are applicable to Corporate Services, are described in the Detailed Revenue Section.

CORPORATE SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	50,272	48,554	3.5%	49,410	48,028
Less: External Revenue	(226)	(213)	6.1 %	(213)	(391)
Less: Cost Allocation to Other Funds ¹	(3,031)	(2,820)	7.5%	(2,840)	(2,894)
Cost Allocation to Other Operating Departments	(13,761)	(13,057)	5.4 %	(13,167)	(12,386)
Transfer from Reserves	(635)	(555)	14.4 %	(1,016)	(809)
NET OPERATING EXPENDITURE	32,619	31,909	2.2%	32,174	31,548
General Manager	329	328	0.3%	328	313
Financial Planning & Treasury Services	898	881	1.9%	881	814
Budgets	846	723	170%	769	767
Financial Services	6,726	6,665	0.9%	6,665	6,399
Business Support	4,071	3,895	206.4 %	3,939	3,672
Information Technology	11,935	11,702	(94.4 %)	11,689	11,813
Real Estate Services	658	675	859.3%	675	697
Facilities Design and Management	6,475	6,372	1.6%	6,541	6,453
Risk & Emergency Management	681	668	1.9%	687	620
TOTAL CORPORATE SERVICES	32,619	31,909	2.2%	32,174	31,548

¹ Other Funds include: Property Endowment Fund, Capital Financing Fund, and the Sinking Fund.

HUMAN RESOURCE SERVICES



Human Resource Services

VISION

Acting in the capacity of a strategic business partner, Human Resource Services (HRS) strives to identify strategic HR objectives, programs, processes and services that support corporate directions and assist, facilitate and support their achievement on a corporate-wide basis.

EMPLOYEE RELATIONS & ADVISORY SERVICES

- Responsible for building strategic partnerships with organizations and business units by providing exceptional HR consulting and facilitation services for a broad range of people, employment and workplace issues

COMPENSATION, BENEFITS & SYSTEMS

- Responsible for management of the City's programs and policies related to job evaluation, compensation, benefits, pension and human resource systems, and the provision of comprehensive information and guidance to City employees related to these areas of responsibility

EMPLOYEE HEALTH & SAFETY

- Responsible for ensuring compliance with Workers' Compensation Board (WCB) regulation and working with departments to create a safe and healthy workplace. The division is responsible for creating and implementing the City's Occupational Health and Safety Program, the WCB Claims Program, and for coordinating and delivering the Health Enhancement program across the City

DISABILITY MANAGEMENT

- Responsible for coordinating disability management and return-to-work efforts in order to facilitate successful return-to-work of ill, injured and disabled employees. The division works in partnership with stakeholders to assess the need for—and coordinate appropriate interventions to facilitate—the return-to-work process and to ensure the duty to accommodate is met when dealing with issues of disability

STAFF & ORGANIZATIONAL DEVELOPMENT

- Responsible for promoting the enhancement of individual and organizational excellence by leading, guiding and advising all business units on employee training and development issues that facilitate organizational and personal development. Such activities support corporate directions and assist in improving performance, fostering innovation and building a learning organization

Human Resource Services

SERVICES PROVIDED

- Administration of the Temporary Agency Pool
- Attendance management
- Benefits administration
- Career counselling and employee development assistance
- Collective bargaining
- Compensation management
- Corporate staff development and training opportunities via "City Learn"
- Disability management, and return-to-work and rehabilitation services
- Employee accommodation
- Employee and labour relations consulting
- Grievance administration and arbitration
- Health enhancement activities to promote employee wellness
- HR policy development and implementation
- Internal consulting services related to change management, team building, conflict resolution, organizational culture and development
- Job evaluation services
- Management of Workers' Compensation Board claims, adjudication and appeals management
- Occupational health and safety consulting
- Pension and retirement services
- Performance management
- Recruitment assistance
- Training Management System implementation
- Workers' Compensation Board regulation compliance

These programs and services are primarily delivered within departments on a decentralized basis, although guidelines, policies, systems and some programs continue to be administered centrally

STRATEGIC DIRECTION

- Advise and counsel the City executive in facilitating an excellent working climate at the City
- Create training and development opportunities for City staff and provide a climate of learning
- Promote the City of Vancouver as an "employer of choice"
- Provide a safe, healthy and orderly workplace for every employee
- Provide human resource services that ensure the City's strategic direction is aligned with the goals and objectives of its people

Human Resource Services

2007 GOALS

- Assist in the development and delivery of 311 Customer Service Representative training
- Complete employment-related policies
- Complete RFP process for occupational health provider
- Complete and implement a new sick leave plan for CUPE Local 1004
- Continue to focus on reduction of WCB claims and claim duration
- Continue to implement employer HR marketing campaign
- Continue providing executive coaching opportunities to senior personnel
- Coordinate responses to WorkSafeBC on regulation review issues
- Develop a sick leave management strategy
- Develop employee engagement strategies for the upcoming 2010 Olympic and Paralympic Winter Games
- Develop strategies to focus the City on employee attraction, retention, recognition and succession planning issues
- Develop and implement HR strategies on the 10 by 10 Challenge
- Develop Terms and Conditions of Employment document for exempt staff
- Develop and deliver the new supervisory skills training program
- Establish executive coaching and employee mentoring programs
- Expand "targeted" training initiatives where a specific developmental need can be identified for a specific area or employee group
- Expand leadership, management, supervisory and administrative skills training
- Expand the deliver of Hearts@Work health screening fairs
- Expand Training & Events Management to include external training opportunities
- Expand use of SAP manager's desktop to increase human resources functionality
- Foster culture for employee career development that supports City's future staffing requirement
- Expand the health enhancement program to include mental health
- Finalize collective bargaining with our unions
- Further strengthen union and management relationships
- Implement SAP recruitment module and enhance training and events module
- Implement the new CUPE Local 1004 sick plan document
- Implement the continuous learning policy
- Provide a series of executive briefings for senior personnel
- Provide training opportunities related to volunteers and the Olympics
- Provide the Collaborative Communication & Conflict Management Certification program
- Review employee benefit plans and recommend changes to employee marketing and benefit plans
- Upgrade workstations and chairs to achieve compliance with WorkSafeBC office ergonomic regulation
- Update the Back Health program

Human Resource Services

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Disability Management Program
 - development of a sick leave management strategy to reduce sick leave usage and/or duration, and improve services to employees who are ill or injured
 - improve compliance with WCB office ergonomic regulation through the replacement of workstations and chairs
- SAP Recruitment Module
 - simplified application process, reduced time required to fill vacancies, enhance recruitment capabilities
- Corporate Training
 - expansion based on competencies, to provide employees with additional skills and expertise
- Managers' Desktop
 - simplified reporting capabilities for managers
- City Wide Training Fund
 - fund reinstatement provides opportunities to target organizational and departmental staff development needs
- Attraction, Retention, Recognition and Succession Planning Fund
 - provides for the delivery of key corporate initiatives

CHALLENGES

- Changes to WCB regulation legislation
- Changing demographics
- Increase in retirements
- Increased training costs
- Increased demands from business areas for organizational development assistance – lack of internal resources
- Increased demand for HR services and programs from business units
- Increased hiring results in the need for more training – lack of financial and staffing resources to accommodate the need
- Increased benefit costs for employees
- Loss of corporate memory
- Organizational resistance
- Projected tightening of labour market and market shortages
- Reduction in sick leave and WCB hours

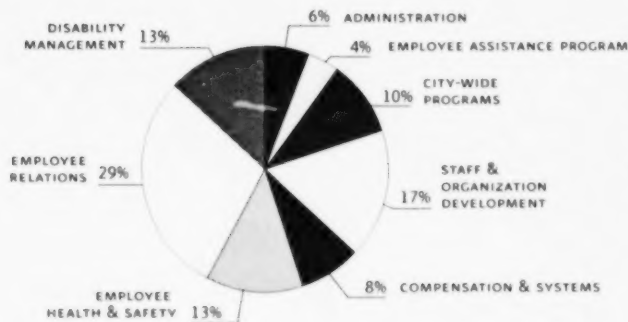
Human Resource Services

2007 PROGRAM AND BUDGET SUMMARY

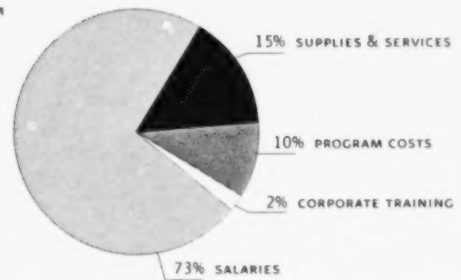
HUMAN RESOURCES	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Administration	462	478	(16)	(3.3)
Employee Assistance Program	273	267	6	2.2
City-Wide Programs	791	853	(62)	(7.3)
Staff & Org Development	1,260	1,409	(149)	(10.6)
Compensation & Systems	588	572	16	2.8
Employee Health & Safety	957	959	(2)	(0.2)
Employee Relations	2,216	1,969	247	12.5
Disability Management	1,004	922	82	8.9
TOTAL HUMAN RESOURCES	7,551	7,429	122	1.6

BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	56.8 fte	56.8 fte	0.0 fte
Council Approved Position Budget	3,898	3,800	2.6%
Temp / Auxiliary Budget	126	142	(11.3%)
Total Salary Budget	4,024	3,942	2.1%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

The 2007 Budget includes the core funding brought forward from 2006 plus:

- Inflationary cost increases
- Funding related to disability management support transferred from Mayor's Office
- Other funding adjustments approved by Council during 2007 budget deliberations as outlined below.

Human Resource Services

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the funding adjustments approved by Council during the budget deliberations.

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		
	2007	2008	POSITION
EXPENDITURE – REDUCTIONS			
Corporate Training	\$0.04	\$0.04	-
Reduced funding for corporate-wide training			
Corporate Ergonomic Plan	\$0.05	\$0.05	-
Reduced funding for corporate Ergonomic Plan, which is used to fund ergonomic workstations, chairs and LCD monitors, and to supplement the Fit City program.			
Occupational Health and Safety Officer	\$0.05	\$0.05	-
Conversion of a temporary part-time Occupational Health and Safety Officer in Community Services into a regular full-time position. Partial funding for the position is transferred from Human Resources.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.14	\$0.14	-
TOTAL – FUNDING ADJUSTMENTS	\$0.14	\$0.14	-

	BUDGET				2006 ACTUAL (\$ 000's)
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	
Administration	462	478	(3.3%)	478	516
City - Wide Recruiting & Programs	791	853	(73%)	853	680
Staff & Organizational Development	1,260	1,409	(10.6%)	1,409	1,307
Compensation & Systems	588	572	2.8%	572	574
Employee Health & Safety	761	766	(0.7%)	766	725
Occupational Health Services	61	60	1.7%	60	118
Health Enhancement Program	135	133	1.5%	133	138
Employee Relations	2,216	1,969	12.5%	1,969	2,007
Employee Assistance Program	273	267	2.2%	267	265
Disability Management	1,004	922	8.9%	922	736
TOTAL HUMAN RESOURCES	7,551	7,429	1.6%	7,429	7,066

City-Wide Expenditures

City-wide expenditures fund City activities that are corporate, rather than departmental, in nature. It includes five major categories of ongoing activities, as well as one-time items that have been initiated by the City Manager, the Corporate Management Team, or by Council.

CORPORATE PROGRAM: provides funding for the City Manager's various forums and initiatives. It includes the Strategic Initiatives Program which allows departments to undertake business improvement reviews. As part of the Disability Management program introduced in 2004, the Corporate Program includes return-to-work transitional funding for employees to return to work into light duty activities until they are ready to return to their regular positions.

CITY-WIDE EXPENDITURES: provides funding for a number of wide-ranging corporate costs, such as outside legal expenses, rating agency fees and external auditing fees.

CORPORATE ACCOUNTING: captures year-end accounting adjustments, such as prior year adjustments, minor GST tax credits and write-offs.

CORPORATE RELATIONS: provides for corporate memberships in the Union of British Columbia Municipalities (UBCM) and the Federation of Canadian Municipalities (FCM), as well as the special events costs for the Celebration of Light.

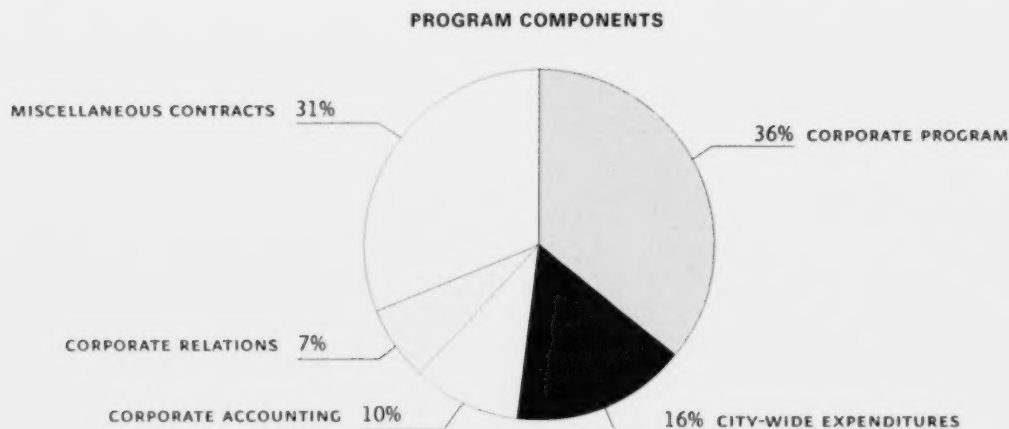
MISCELLANEOUS CONTRACTS: provides for payments to external societies or agencies and for contracted services. Examples are the Ray-Cam Centre, the Collingwood House Neighbourhood Society and the Vancouver Coastal Health Authority.

2007 PROGRAM AND BUDGET SUMMARY

CITY-WIDE EXPENDITURES	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Corporate Program	4,136	2,712	1,424	52.5
City-Wide Expenditures	1,789	820	969	118.2
Corporate Accounting	1,172	978	194	19.8
Corporate Relations	789	799	(10)	(1.3)
Miscellaneous Contracts	3,581	3,106	475	15.3
TOTAL CITY-WIDE EXPENDITURES	11,467	8,415	3,052	36.3

City-Wide Expenditures

BUDGET COMPONENTS



BUDGET DRIVERS

The following describes the main budgetary drivers:

CORPORATE PROGRAM: Funding for the Strategic Initiatives Fund, which is available for projects that may lead to process improvements within the City, was reduced by \$500,000 by Council as part of the 2007 budget process.

CITYWIDE EXPENDITURES: In the Interim Operating budget City Council approved \$900,000 for the hiring of 17 Police officers subject to the Police Union accepting a change in hours related to the special "Delta" shift. That money is being held in City-wide Expenditures pending approval from the Police Union.

CORPORATE ACCOUNTING: Increased costs of special charges to pension payouts and buybacks.

MISCELLANEOUS CONTRACTS: One of the contracts held in this area is the contract with the Vancouver Economic Development Commission (VEDC). In 2006, Council approved \$106,000 for the Economic Development Strategy – Project Plan and Budget Phase One. During the Interim Operating Budget City Council also approved \$50,000 for the Business Climate Strategy implementation and fund-enhanced research and policy support at \$67,500 for 2007 by adding a permanent position to the VEDC baseline budget.

The annual budgets for the Community Policing Centres (CPCs) are held in miscellaneous contracts at the beginning of the year while the CPC operating budgets are pending final approval by City Council.

City-Wide Expenditures

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancements and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$MILLIONS)		
	2007	2008	POSITION
FUNDING – TAXATION			
Vancouver Economic Development Commission	\$0.13	\$0.16	–
Council provided additional funding over and above historical levels to the VEDC to:			
– Approve funding of the implementation of the Business Climate Strategy			
– Fund enhanced research and policy support by adding a permanent position to the VEDC baseline budget			
– Increased operating budget for communications and intranet development			
Vancouver Police Department Patrol Deployment Study	\$0.90	\$1.79	17.0
Between April 2006 and February 2007, the Vancouver Police Department (VPD) worked with the City to undertake a Patrol Deployment Study, as part of Phase Two of the VPD Operational Review. In March 2007, Council approved an increase in VPD authorized strength of 17 sworn officers to implement Stage A1 efficiencies and one of two Stage A2 metro roving units, as identified in the Vancouver Police Department Operational Review Report. Along with requesting additional performance metrics, Council made the funding conditional on the Vancouver Police Union endorsing the shifting proposals recommended in the Patrol Deployment Study. Funding currently resides with City-wide Expenditures, pending the positive resolution of the shifting proposal by the Vancouver Police Union.			
TOTAL – SERVICE ENHANCEMENTS	\$1.03	\$1.95	17.0

FUNDING ADJUSTMENTS

EXPENDITURE – REDUCTIONS

New and Non-recurring (NNR) Budget Reduction	\$1.20	\$0.00	–
One-time reduction of \$1.2 million to the NNR budget.			
Strategic Initiatives Fund Budget Reduction	\$0.50	\$0.00	–
One-time reduction of \$0.5 million to the Strategic Initiatives Fund (SIF) budget.			
Increased City Wide Turnover Allocation	\$0.84	\$0.00	–
One-time increase to the city-wide turnover allocation. This allocation gets distributed to City departments based on their history of employee turnover.			
TOTAL – EXPENDITURE REDUCTIONS	\$2.54	\$0.00	–
TOTAL – FUNDING ADJUSTMENTS	\$2.54	\$0.00	–

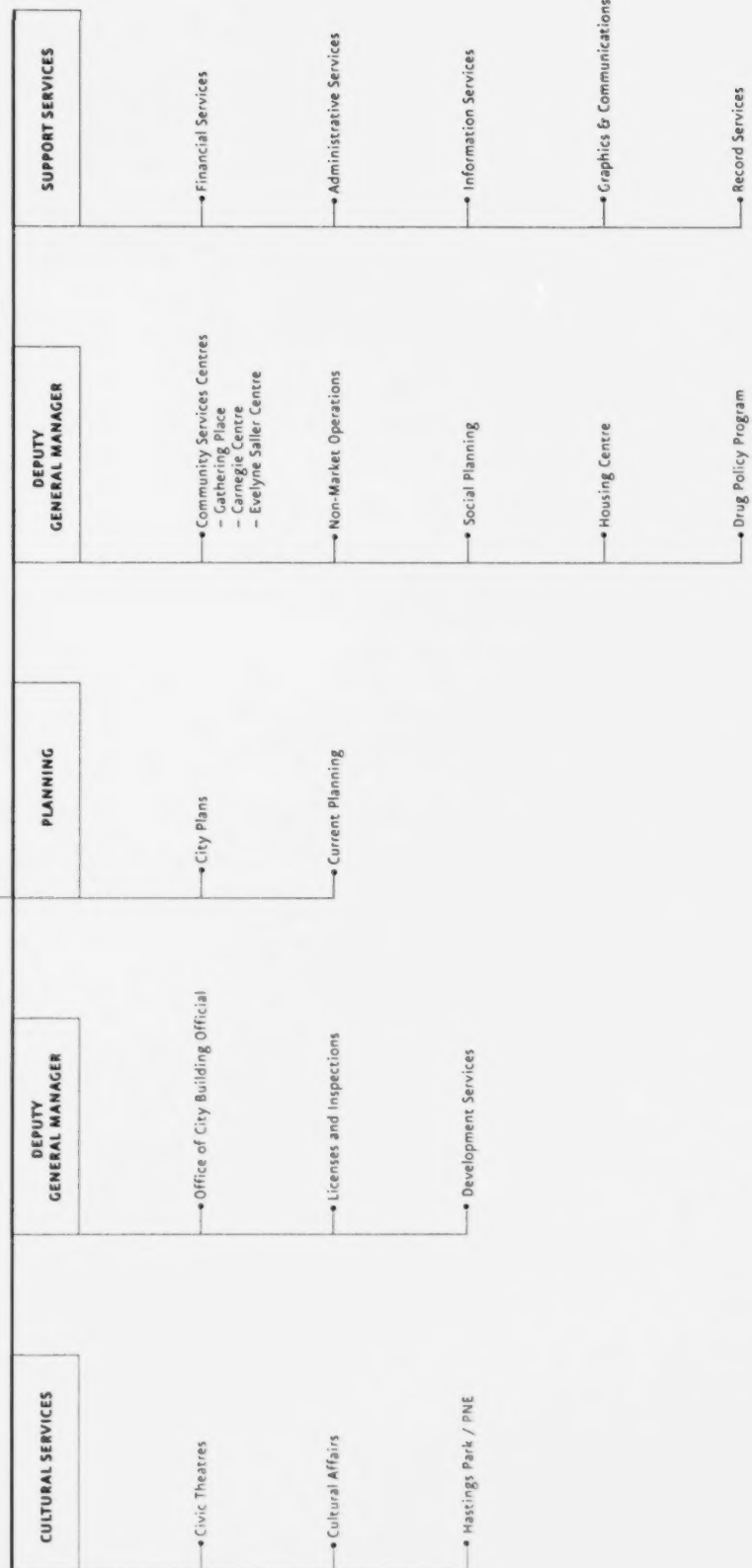
City-Wide Expenditures

CITY-WIDE EXPENDITURES	BUDGET				2006 ACTUAL (\$ 000's)
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	
Corporate Program (incl. unallocated fringe benefits)	4,136	2,712	52.5%	575	606
City-Wide Expenditures	1,789	820	118.2%	1,198	1,055
Corporate Accounting	1,172	978	19.8%	1,034	18,338
Corporate Relations	789	799	-1.3%	799	813
Miscellaneous Contracts	3,581	3,106	15.3%	2,370	2,365
TOTAL CITY-WIDE EXPENDITURES	11,467	8,415	36.3%	5,976	23,177

COMMUNITY SERVICES

GENERAL MANAGER OF COMMUNITY SERVICES JACQUIE FORBES-ROBERTS

Human Resources



Community Services

MISSION

To create sustainable, creative and inclusive communities for living and working. Promoting liveability and safety, CGS fosters the distinct and diverse neighbourhoods that characterize Vancouver.

VISION

To be a leader in enriching the quality of life for people and advancing the well-being of Vancouver's communities.

VALUES

CSG is committed to being:

CREATIVE AND INNOVATIVE – Encourage and support creativity, excellence and innovation in finding solutions in the workplace and in communities.

ACCESSIBLE AND INCLUSIVE – Provide opportunities for all communities to be engaged in civic issues, where people have access to physical, social, and cultural resources and services.

RESPONSIBLE – Conduct our work in an open and transparent manner and be respectful of and accountable to each other, to our communities, and to City Council.

EQUITABLE – Treat our co-workers and those we serve fairly and consistently while being responsive to their needs.

SUSTAINABLE – Meet the needs of the present without compromising the ability of future generations to meet their needs.

The Community Services Group (CSG) offers a range of services which support the City's mission to create a great city of communities that care about our people, environment and neighbourhoods, and provides opportunities to live, work and prosper. CSG services are delivered in consultation and partnership with other levels of government, citizens, interest groups and other City departments to plan a liveable and sustainable City, and create neighbourhoods with appropriate social and cultural services and opportunities, affordable housing, and a safe, well-designed environment. Land use, development and licensing controls are created and administered in a responsive, efficient manner.

Community Services

SERVICES PROVIDED

CSG is comprised of various departments and groups offering a wide range of services to the community. Departments and groups include:

- General Manager's Office
- Planning Department
- Licenses and Inspections, Chief Building Official, Development Services
- Cultural Services
- Community Service Operations, Social Planning, Housing Centre, Drug Policy Program
- Support Services

CSG departments are all involved in the direct delivery of services. Each has an interest in the City's future and the environment, each is engaged in processes of community consultation and partnership, and many participate in the regulation of private sector activity for public purposes.

GENERAL MANAGER'S OFFICE

- Responsible for a wide range of management support and direction to CSG departments, Council, citizens, affiliated organizations and other City service groups
- Programs and services include: land use and planning, development and regulatory/building code services, and social, housing and cultural programs and services

BOARD OF VARIANCE

- Provides administrative support for the Board of Variance

PLANNING DEPARTMENT

CITY PLANS

- Responsible for city-regional land use planning, city-wide plans (City Plan, Industrial Strategy, Financing Growth Strategy, Metro Core Jobs and Economy Land Use Plan), Community Visions and area plans outside the downtown area, zoning policy studies, and the land use side of transportation studies (Greenways, Rapid Transit planning)
- Provides support to initiatives such as: Business Improvement Associations and Community Vision implementation, the Sustainability Program, public participation improvements, accessibility and secondary suite policies, and federal-provincial initiatives such as the New Deal for Cities and World Urban Forum

CURRENT PLANNING

- Provides professional planning services involving: urban design, development planning, rezoning and heritage management for the whole city and neighbourhoods, and community and project planning for the metropolitan core, including the Downtown Eastside
- Exercises Charter Authorities of the Director of Planning
- Provides a voting member on the Development Permit Board

Community Services

DEPUTY GENERAL MANAGER (responsible for regulatory matters)

OFFICE OF CHIEF BUILDING OFFICIAL

- Establishes building safety policy for the City
- Administers the Vancouver Building By-law and the Standards of Maintenance By-laws
- Responsible for the operation of the Certified Professional Program and the Structural Review Program
- Provides the design and construction industry with technical support and clear information on the City's approach to discretionary building code issues
- Evaluates and accepts equivalent or alternative design solutions for building safety
- Supports civic staff in the building permitting and inspections area, provincial and federal programs and the Risk and Emergency Management programs

LICENCES & INSPECTIONS

LICENCES

- Provides information and enforces by-laws that regulate the establishment and operation of a business, including the License By-law, Second-Hand Dealers By-law and Standards of Maintenance By-law
- Licences, inspects and enforces under the Vehicle for Hire By-law including taxis, limousines and tow trucks
- Establishes policy and process applications for liquor-licensed establishments
- Issues business licences, commercial permits and vehicle-for-hire plates

ANIMAL CONTROL

- Enforces the Animal Control By-law, which provides for the licensing, leash control and impounding of the City's dog population
- Provides education related to the care and training of dogs and other animals
- Coordinates a volunteer training and dog walking program
- Operates an animal shelter for the care and adoption of dogs and other animals

INSPECTIONS

- Provides prompt and effective construction inspection service via teams of technical trade experts
- Provides enforcement of life safety standards of building construction and of various City by-laws
- Carries out enforcement of B.C. Government acts and regulations (i.e. electrical, gas, soil contamination and fish protection)
- Provides emergency response to hazardous material spills
- Provides technical inquiry services
- Issues permits for small commercial renovations

COORDINATED BY-LAW ENFORCEMENT

- Provides information and enforces by-laws that regulates the establishment and operation of business and residential uses, including: the Licence By-law, Zoning and Development By-law, Untidy Premises By-law, Standards of Maintenance By-law, and Sign By-law
- Coordinates response to and enforcement of issues of a multi-divisional/departmental/government nature
- Coordinates with Legal Services on the laying of charges and other legal proceedings

Community Services

DEVELOPMENT SERVICES

- Provides enquiry, intake and processing services related to various City By-law requirements/regulations and related application review/approval processes, including:
 - the Zoning and Development By-law, Official Development Plans, Parking By-law and development applications
 - the Subdivision By-law and subdivision applications
 - the Building By-law and building permit applications, addressing and trade permit applications
 - the Strata Property Act and strata conversion applications, phased and bare land strata applications
 - the Sign By-law and sign permit applications
 - the Private Property Tree By-law and tree removal/replacement permits
- Facilitates major and/or complex projects through the various application types, including liaison regarding approvals needed from other City departments
- Exercises *Vancouver Charter* and *Land Title Act* authority of the Subdivision Approving Officer
- Manages and chairs the Development Permit Board

CULTURAL SERVICES

- Develops and implements approved policies and programs related to the cultural sector, and strategies to ensure that all residents and visitors have opportunities to participate in cultural activities
- Manages the Creative City Task Force and the creation of a new strategic arts and culture plan for Vancouver
- Works with other levels of government to leverage resources, programs and services in support of the arts and cultural activities of the City

OFFICE OF CULTURAL AFFAIRS

- Administers a series of 13 grant programs including Operating, Project, Diversity, Celebration and Major Exhibiting Institutions
- Administers a series of public art programs and advises Council on public art policies
- Works to ensure there are adequate facilities for the creation and presentation of the arts in Vancouver by participating in City planning and development processes, and through capital grant programs

VANCOUVER CIVIC THEATRES

- Operates the Queen Elizabeth Theatre, Vancouver Playhouse and Orpheum as professionally managed and maintained live entertainment facilities, welcoming a diverse range of audiences as well as local, national and international performers
- In collaboration with the Office of Cultural Affairs, provides facilities, marketing and other forms of support to resident performing arts companies: Vancouver Opera, Playhouse Theatre Co., Ballet BC, Vancouver Symphony, Vancouver Bach Choir, Vancouver Chamber Choir, Vancouver Recital Society, and Friends of Chamber Music

Community Services

HASTINGS PARK/PNE PLANNING

- Responsible for developing a new long-range plan for Hastings Park and the Pacific National Exhibition
- Provides advice and liaises with the PNE-independent non-profit corporation on behalf of the City of Vancouver

CIVIC SPONSORSHIP INITIATIVES

- Develops City-wide policy with respect to sponsorship and naming rights
- Provides advice to Council and the Olympic Operations Office on Olympic sponsorship issues and opportunities

DEPUTY GENERAL MANAGER (responsible for community, social and housing programs and services)

COMMUNITY SERVICES OPERATIONS

Three Community Service Centres provide a range of services 365 days per year to the marginalized population in the Downtown Eastside (DTES) and Downtown South (DTS), including community-based social, cultural, health, educational and recreational programs.

CARNEGIE CENTRE

- Established in the DTES in 1980, the Centre provides low-cost meals, library services, a learning centre, opportunities to volunteer, information referral and other services
- Offers year-round recreational programs at Oppenheimer Park and triage, information and referral services to the DTES street population through Street Outreach Program

THE GATHERING PLACE

- Established in 1995, the centre offers low-cost meals, showers and laundry, a learning centre and library, a volunteer program, information and referral and recreation services

EVELYNE SALLER CENTRE

- Established in 1976, the Centre provides low-cost meals, laundry, showers, delousing and other client support services including social development/recreation programs and a volunteer program to people living in the DTES

NON-MARKET OPERATIONS

NON-MARKET HOUSING

- Manages 853 units of social housing for low-income families, seniors and singles with disabilities in ten residential projects located in the DTES and Downtown South. Tenants are economically and socially marginalized, and housing types range from sleeping and housekeeping rooms with shared toilet/shower facilities, to self-contained suites or single-room occupancy suites (SROs). Funding is supported by rent revenues, funding allocations and subsidies from the Canadian Mortgage and Housing Corporation (CMHC) and B.C. Housing

MOUNTAIN VIEW CEMETERY

- Owned and operated by the City of Vancouver since 1887, the cemetery includes 106 acres of burial land containing approximately 90,000 gravesites and 140,000 interments

Community Services

SOCIAL PLANNING

- Develops and implements policies to support social sustainability and cohesion and address critical social issues facing big cities
- Collaboratively addresses urban social issues in partnership with community and other funding/government partners through research and analysis, policy development, implementation and coordination of City responses
- Leads the City's Social Development Plan, and liaises on key city initiatives (e.g. Civil City and EcoDensity)
- Develops social infrastructure through participation in major rezoning and planning processes and negotiations to address priorities regarding social service facilities
- Administers grant funds to social service and childcare organizations providing access to services to Vancouver's most vulnerable populations, and through an annual Capital Grant program for City-owned facilities
- Reviews major development applications and advises the Development Permit Board on issues of liveability and resident amenities
- Facilitates community input into City policy and initiatives via Council-appointed committees and other public engagement methods

HOUSING CENTRE

- Develops and implements the City's affordable housing policies and initiatives
- Partners with the federal and provincial governments, non-profit housing sponsors and the development industry in the development of affordable housing
- Administers the City's Affordable Housing Fund, Development Cost Levies allocated to replacement housing, and other City funding sources through which capital grants are provided for affordable housing projects
- Provides assistance to tenants facing dislocation, those at risk of homelessness and to the shelter-less
- Administers the Single Room Occupancy By-law which manages the rate of change in the downtown's residential hotels and rooming houses

DRUG POLICY PROGRAM

- Acts as a catalyst for change to drug-related harm in Vancouver through innovative leadership, guidance and analysis
- Develops evidence-based drug policy that supports implementation of the Four Pillars approach and promotes healthy communities through policy analysis, development and advice to Mayor and Council on issues related to problematic drug use in Vancouver
- Engages communities and stakeholders on issues regarding problematic drug use within the Four Pillars framework, and assists the City in addressing controversial development applications and gaps in services for those with addictions in Vancouver

SUPPORT SERVICES

- Provides expert assistance to other Community Services groups for budget, finance, payroll, systems, graphics, purchasing, reception, administration, records and clerical functions

Community Services

STRATEGIC DIRECTION

In addition to individual departmental directions, overall strategic directions for CSG include:

- Ensure people of all ages, income levels and backgrounds have the opportunity to participate in civic life and have access to needed resources and services, regardless of where they live
- Work together to create livable and sustainable communities that build on the unique attributes of Vancouver
- Continue improving the delivery of CSG's full range of services
- Create a culture of collaboration, empowerment and innovation, recognizing that our staff are the key to quality public service

2007 GOALS

GENERAL MANAGER'S OFFICE

- Implementation of CSG Strategic Plan goals, including staff empowerment and succession planning
- Ongoing regulation and process review
- Continued integration of departmental policy work
- Ongoing implementation of technology support for permit application review
- Management of 2010-related workload

BOARD OF VARIANCE

- Continue to improve an open line of communication with City officials from Development Services prior to the final agenda of an upcoming appeal hearing, including the coordination of technical information with Appeals of Decisions by the Director of Planning and Development Permit Board to the appeal hearings
- Continue to improve the timing of when appeals are heard at the public appeal hearings (every second week)

PLANNING DEPARTMENT

CITY PLANS

- Continue implementation of CityPlan Neighbourhood Directions through Community Vision Program (completing West Point Grey Visions and Knight and Norquay Village Neighbourhood Centre Program)
- Undertake area plans: East Port Area Plan, Broadway/Commercial Transit Village, Burrard Slopes Zoning Review, Hastings North Industrial Area
- Initiate new programs to implement Neighbourhood Centres, update existing area plans, support shopping areas and initiate Station Area Planning along the Canada Line
- Continue implementation of Financing Growth Strategy to ensure new development is accompanied by appropriate services
- Continue implementation of CityPlan/Vancouver Transportation Plan and Vancouver Transit Strategy

Community Services

- Take initiatives in support of CityPlan Economic Diversification Direction through Metro Core Jobs and Economy Land Use Plan and ongoing Industrial and Service Use studies
- Take initiatives in support of City Sustainability Goals
- Contribute to land use side of transportation studies (Greenways, Canada Line Rapid Transit planning, Main Street Showcase Project and West Broadway street renewal)
- Provide land use and regulation policy studies: sign policies, C3-A Broadway policies, Marine Drive HOR Policy, I-2 and M-2 Conditional Uses policy, noise
- Support other City studies by providing data and information services, including analysis of the 2001 census results
- Contribute to site-specific policy decisions, corporate initiatives (such as Hastings Park/PNE Planning) and data analysis
- Oversee of senior government initiatives and build partnerships through such programs as "Sustainable Region Initiative", LRSP Update, and FCM Programs

CURRENT PLANNING

- Provide development planning advice on major development applications and discretionary medium-scale applications
- Continue urban design-related policy work, including public realm initiatives
- Process Heritage Revitalization Agreements and other heritage-related applications
- Implement Gastown Heritage Management Plan and Victory Square Plan
- Continue processing rezoning applications and text amendments:
 - Site specific CD-1s
 - Area-wide text amendments, in consultation with other divisions
 - Ensuring all regulatory and process requirements are met
- Undertake Cost Recovery Program initiatives, including: Vancouver Convention and Exhibition Centre; East Fraser Lands; Vancouver General Hospital; Vancouver Community College; Langara College; Oakridge Centre; Providence; and others
- Provide policy direction on development and rezoning applications in the Central Area
- Implement the Downtown Transportation Plan and other transportation improvements, including: redesign of Granville Street; Burrard and Granville Bridges pedestrian improvements; Downtown Streetcar; public realm plan scoping; and Pacific Boulevard improvements
- Undertake area planning and rezonings for the False Creek Flats, Southeast False Creek, Northeast False Creek, Chinatown and Victory Strathcona, and make adjustments to the Downtown District Official Development Plan
- Undertake policy and regulatory studies including review of higher buildings policy and Downtown South public benefits strategy
- Continue major contributions to the Downtown Eastside Revitalization Program team, including work on the economic development, SRA management, area and housing plans and public realm improvements

Community Services

DEPUTY GENERAL MANAGER (REGULATORY MATTERS)

OFFICE OF THE CHIEF BUILDING OFFICIAL

- Implementation of new Building By-law and associated training
- Continued work on Green Building Strategy
- Review of adaptable housing guidelines for possible implementation

LICENCES & INSPECTIONS

- Issuance of additional taxi licenses with increased accessibility and environmental sustainability standards
- Updating Standards of Maintenance By-law
- Establishment of pet shop regulations
- Limiting the ownership and sale of exotic animals
- Increased compliance with Animal Control By-law
- Improved training of Inspections staff
- Review of Health By-law
- Implementation and review of MTI pilot ticket system
- Commence replacement of PRISM software with AMANDA
- Complete the Memorandum of Understanding (MOU) with GVRD re: the Regional Sewer Use By-law
- Commence planning for new Animal Control Centre
- Develop partnerships with SPCA on Animal Welfare matters
- Coordinated life safety demonstration procedures

DEVELOPMENT SERVICES

- Regulation review relating to small business
- Revision of flood proofing standards
- Update the Board of Variance By-law
- Implement AMANDA permit tracking system
- Regulation review relating to minor construction in residential zones
- Initiate Comprehensive Review of fees
- Stabilize staffing and augment training

CULTURAL SERVICES

- Through the City Creative Task Force, conclude the process of community consultation leading to the development of a new strategic arts and culture plan
- With the additional allocation of \$1 million to the cultural budget, develop strategic, sustainable options to catalyze new initiatives in the arts and cultural sectors
- Partner with other levels of government and the private sector on facilities initiatives (in particular the Cultural Precinct planning process including the 2010 Live Site)
- Develop policies, programs and priorities as part of an Olympic Readiness Strategy in support of cultural communities
- Provide co-ordinated cultural services under Cultural Services department responsible for the programs and services of the Office of Cultural Affairs, Civic Theatres, Civic Sponsorship Initiatives and Hastings Park/PNE Planning
- Continue to work with the Creative City Network in developing the municipal, Canada-wide, web-based cultural information network

Community Services

OFFICE OF CULTURAL AFFAIRS

- Strengthen City's support for not-for-profit creative sector
- Work with civic and community partners to complete a program review of all 13 cultural grant programs
- Implement the pilot intergovernmental Arts Partners in Creative Development program
- Conclude a comprehensive review of the three public art programs
- Initiate a facilities priorities planning process to identify cultural facilities gaps, needs and opportunities for coming 10-15 years
- Develop strategy for economic investment and community cultural development in the Downtown Eastside
- Develop a new awards program under the title of the Vancouver Arts Awards
- Develop a Cultural Tourism Strategy including a cultural hosting strategy
- Develop a 125th Anniversary planning framework

VANCOUVER CIVIC THEATRES

- Complete the first phase of the Queen Elizabeth Theatre (QET) Redevelopment
- Complete contract documents and go to tender for the final phase of the QET Redevelopment
- Finalize concepts for the QET Plaza upgrade
- Start refurbishment of the Orpheum
- Work with the Office of Cultural Affairs to streamline the Grants Equal to Theatre Rent program
- Work within the City's planning development processes to finalize agreements for design and delivery of the 833 Seymour Cultural Amenity, which will extend the stage and provide adjacent program areas in support of the Orpheum Theatre
- Develop a working agreement with VANOC for the use of the theatres for the 2010 Olympic Arts Festival

HASTINGS PARK/PNE PLANNING

- Seek key stakeholder input and Council approval of a three-year implementation plan to develop a master plan for Hastings Park, based on the approach approved by Council in 2004
- Work with other City departments, VANOC and the PNE to ensure the Coliseum, Agridome and Rollerland, as well as related capital improvements at Hastings Park proceed towards Olympic readiness

Community Services

DEPUTY GENERAL MANAGER (community, social and housing services)

COMMUNITY SERVICE OPERATIONS

COMMUNITY SERVICE CENTRES

CARNEGIE CENTRE

- Participate in the re-development of Oppenheimer Park
- Complete operating agreement with the association to define roles and responsibilities
- Network with other arts and cultural organizations to provide opportunities for the local community (e.g. Fearless Festival, the Carnegie Opera Project, DTES Community Arts Festival)
- Maintain service levels

THE GATHERING PLACE

- Maintain service levels
- Review programs to ensure they meet community needs
- Complete operating agreement with the association to define roles and responsibilities
- Complete strategic planning process for the Centre

EVELYNE SALLER CENTRE

- Maintain service levels
- Continue implementation of all internal auditor report recommendations
- Engage in furthering community developments with other agencies in the DTES

NON-MARKET OPERATIONS

NON-MARKET HOUSING

- Implement capital work projects funded by the City and BC Housing for 2007
- Revise and implement Staff Safety Orientation Manual and NMO Policy/Procedures Manual
- Maintain safe, stable housing to economically and socially marginalized people

MOUNTAIN VIEW CEMETERY

- Completion of two new buildings to support field work and customer service
- Introduce the sale of new cremation interment options and new cemetery fees
- Implement new staff positions required to support expanded customer service
- Complete enhancements to the Field of Honour in cooperation with the Commonwealth War Graves commission and Veterans Affairs Canada
- Update systems for interment services, including a new automated service booking system

Community Services

HOUSING CENTRE

- Secure a new partnership with the B.C. government to develop affordable and supportive housing, to respond to the provincial priority on housing vulnerable populations and the redevelopment of older public housing projects
- Explore and implement new partnership and financial models for developing affordable and supportive housing, within the context of provincial programs and the City's EcoDensity initiative
- Implement the Homeless Action Plan, including developing a Supportive Housing Strategy and a plan to implement the regional shelter strategy in Vancouver
- Implement the DTES Housing Plan by undertaking a census of residents of Single Room Occupancy hotels in the DTES and a review of the DTES Oppenheimer Official Development Plan
- Evaluate the recommendations of the Inner City Inclusive Olympics Housing Table and implement the recommendations supported by the federal and provincial governments and the Vancouver Organizing Committee (VANOC)
- Develop strategies to implement Project Civil City's goal of reducing homelessness by 50 per cent
- Initiate an Affordable Housing Action Plan for the city as a whole in the context of the GVRD's affordable housing strategy and the City's EcoDensity initiative
- Review market rental housing in the city and region, in partnership with the GVRD, the B.C. government, CMHC, apartment owners, tenants and the community
- Develop and implement regulations to secure existing market rental housing, pending the results of the comprehensive review of market rental housing in the city and region
- Enhance the Tenant Assistance Program partnership with the B.C. Ministry of Employment and Income Assistance (MEIA), B.C. Housing and non-profit service providers to secure homes for the homeless
- Undertake the 2007 survey of low-income housing downtown and report the results to Council

SOCIAL PLANNING

- Lead the development of the City's Social Development Plan
- Develop a proposal for effective planning and development of social facilities
- Provide social policy advice to major, discretionary and contentious development applications
- Enhance the effectiveness of existing community granting programs, including a plan for multi-year funding and performance measurement standards
- Complete development and promote the new Social Responsibility Grants program to be directed toward Downtown Eastside, Strathcona and Mount Pleasant communities
- Continue work in Chinatown and begin a revitalization process for the Strathcona neighbourhood, with an emphasis on community outreach, development and community capacity building
- Lead the Civic Youth Strategy across civic departments to provide opportunities for youth to be meaningfully engaged in policy development, consultations and skill-building initiatives

- Partner with other levels of governments, civic partners and funding agencies on child and youth service hubs
- Determine and facilitate opportunities for current and future childcare development in the context of EcoDensity, and as an economic development strategy
- Monitor impacts and maximize employment and other economic opportunities arising from gaming activities at Vancouver's casinos
- Develop and implement city-wide urban agriculture initiatives including a community gardens projects, in partnership with other City departments and Vancouver Coastal Health
- Complete public consultation and revision of Special Needs Residential Facility guidelines

DRUG POLICY PROGRAM

- Review of the Small Scale Pharmacy zoning by-law changes
- Implement the second annual prevention event with partners (Fall 2007)
- Implement the Four Pillars Job Training and Support Program
- Continued advocacy, development and ongoing implementation, including a comprehensive addictions system for Vancouver, a discussion document on drug treatment, and the City's Prevention Plan
- Work with Vancouver Foundation to create a provincial network on addictions issues
- Continue project work, including the Supervised Injection Site pilot project, the Heroin Assisted Treatment program, and the syringe recovery program evaluation
- Explore feasibility of stimulant maintenance programs
- Continue to develop mental health strategy for DTES with partners

SUPPORT SERVICES

- Complete the Window/XP upgrade and Word conversion throughout CSG
- Assist with replacement of the PRISM permitting system that presently runs on the City's mainframe computer
- Implement AMANDA permitting for additional Engineering applications
- Upgrade CSG Street Address master list to include suite numbers
- Assist with City initiatives such as 311, Voice-over-Internet telephony and wireless communications infrastructure
- Assist CSG departments to roll out VANRims and plan for Electronic Records Management
- Support construction and strategic business redevelopment activities at the cemetery and animal shelter

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Continued partnership with the private sector and other levels of government, including the Vancouver Agreement, to respond to social and cultural issues
- New economic and housing opportunities in the inner city
- Increased opportunity to promote sustainability through land-use planning and code revisions
- Implementation of building and development application software
- Increased public awareness of animal control and welfare issues
- Fulfillment of area-based priorities for land use, funding decisions and direct City services through Community Visioning, development of neighbourhood centres and station area planning programs
- Utilization of Financing Growth funds to service new growth
- Development of cultural capacity and artistic excellence leading up to Olympic Arts Festival
- Implementation of the Community Arts Initiative Partnerships in the Downtown Eastside
- Increasing public awareness of addiction treatment and harm reduction measures

CHALLENGES

- Provincial Government downloading — housing, social services, childcare, regulation (e.g. liquor control and enforcement)
- Continued pressure on affordable housing
- Reducing regulatory framework and application timelines given resources, timing and increased community response
- Cost of new technology to improve service delivery
- Providing space and office/support infrastructure for a larger workforce
- Workforce nearing retirement and related succession planning
- Managing workload, including the Olympic opportunity
- Continued community controversy regarding introduction of addiction services

Community Services

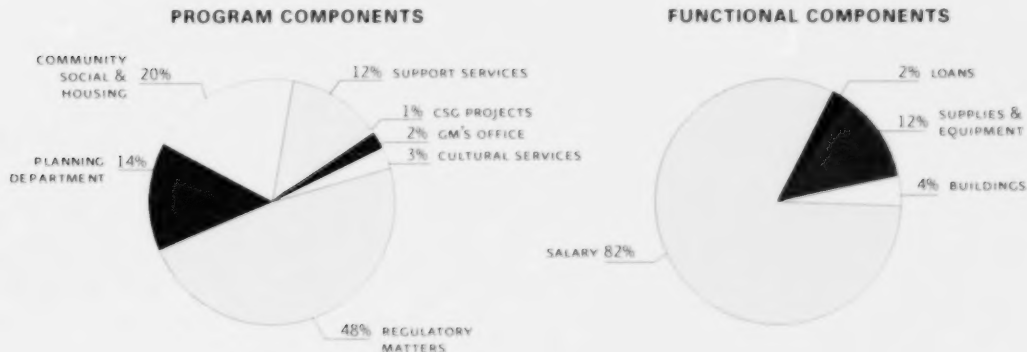
2007 PROGRAM AND BUDGET SUMMARY

COMMUNITY SERVICES GROUP	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
General Manager's Office	921	899	22	2.4
Cultural Services	1,389	1,153	236	20.5
Deputy General Manager	22,785	22,393	392	1.8
Planning Department	6,710	5,989	721	12.0
Deputy General Manager	9,766	9,456	310	3.3
Support Services	5,690	5,598	92	1.6
CSG - Projects	634	1,143	(509)	(44.5)
TOTAL	47,895	46,631	1,264	2.7

Community Services Group generates approximately \$40.2 million in revenues that are not included in the Departments' budget — they are included as part of Corporate Revenues.

* Cultural Services Budget only includes Office of Cultural Affairs. Due to the unique and distinct nature of the Civic Theatre's operation and the one-time nature of the Hastings Park / PNE project, their budget figures are not included above. Civic Theatres Program and Budget Summary information follows the Community Services, Operating Budget Council Decisions - Proposed Service Enhancements section.

2007 BUDGET COMPOSITION



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	589.1 fte	575.2 fte	13.9 fte
Council Approved Positions Budget	33,445	33,702	(0.8)%
Temp / Auxiliary Budget	1,957	1,946	0.6%
Total Gross Salary Budget	35,402	35,648	(0.7%)

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

Community Services

BUDGET DRIVERS

Community Services Group's budget increased \$1.3 million or 2.7 per cent over the 2006 Operating Budget. The increase is mainly related to:

- increase in the number of regular full-time positions:
 - two positions for \$0.15 million for Visions implementation
 - two positions for \$0.10 million due to the continued implementation of the Animal Control Services Strategic Plan approved previously by Council in 2004. These costs are offset by increased license fee revenues.
- Cost of programs previously approved in 2006:
 - \$0.25 million for Sport Hosting and Vancouver Sport Strategy
 - \$0.56 million for the establishment of permanent program funding for the Area Planning group
 - \$0.10 million to fund the updating of the City's Heritage Register
 - inflationary cost increases
- One-time projects that have been approved or have new/additional funding for 2007. The following are examples of some of the significant projects in the CSG 2007 operating budget:
 - \$0.1 million of South East False Creek Rezoning
 - \$0.1 million Metro Job Core Study
 - \$0.1 million Homeless Action Plan
- One-time projects approved and funded in 2006 are removed from the Operating Budget. The following are examples of some of the significant projects that have been removed from the CSG 2006 operating budget:
 - \$0.4 million Metro Job Core Study
 - \$0.3 million World Urban Forum
 - \$0.3 million Chinatown Revitalization
 - \$0.2 million Development False Creek Flats
 - \$0.2 million Harm Reduction Conference

Community Services

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancements and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$ MILLIONS)		POSITION
	2007	2008	
FUNDING – TAXATION			
Homeless Action Plan	0.10	0.00	0.0
To complete the Homelessness Action Plan approved in 2005, this funding will be used to complete a rental housing market study in partnership with CMHC, the province and the GVRD.			
Permitted Resource Strategy	0.15	0.14	2.0
Building on Phase 1 of the Permitting Resource Strategy approved in 2005 where 13.5 positions were added in five departments, Council approved an additional two new full-time positions in Development Services. These positions will focus on customer service and applicants unfamiliar with the permitting system.			
Future Area Planning	0.07	0.07	1.0
To complete the Area Planning initiatives approved in 2006, additional staff in Engineering (two) and Social Planning (one) are required to deal with traffic, parking, shopping area design/costing inputs as well as social issues such as homelessness, youth/families/aboriginals at risk, drug dealing/use and public safety. The total 2007 cost of this initiative is \$166,600.			
Occupational Health and Safety Practitioner	0.09	0.09	1.0
Conversion of a temporary part-time Occupational Health and Safety Officer into a regular full-time position with 60% of funding from Corporate Human Resources. This position will continue to address Community Services' health, safety and Work Safe BC issues.			
SEFC Temporary Staffing	0.07	0.08	2.0 (temp)
This is a two-year extension for two temporary planners working on Southeast False Creek. Approximately half of staff time will deal with ongoing planning tasks related to public lands and half of staff time will be related to planning tasks related to private lands. Fifty per cent of the total costs will be funded from the Property Endowment Fund.			
2010 Garden Plot	0.05	0.00	0.0
In May 2006, Council approved a motion to implement 2,010 new food producing garden plots before January 2010. Additional funding will be used to cover the capital costs of additional plots.			
YouthPolitik Program	0.05	0.05	0.0
Council approved the continuation of the 2006 pilot program "Civic Youth Council".			
TOTAL – SERVICE ENHANCEMENTS	\$0.58	\$0.43	4 full-time / 2 temp

Note that Council had approved an increase of \$300,000 to the Contingency Reserve to fund the development of the Cultural Tourism Strategy. This funding is to be leveraged with the arts and cultural community to support cultural tourism strategies, such as the celebration of the City's 125th anniversary.

Community Services

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		
	2007	2008	POSITION
REVENUE – INCREASES ¹			
Civic Theatres – Increased Revenues	0.3	0.3	0.0
Increased revenues from 3 per cent rental rate increase effective September 1, 2007 plus additional rock concert.			
Board of Variance – Cost Recovery	0.03	0.06	0.0
This proposal begins to bring the City's Board of Variance fees closer to cost recovery. Rate increases will be phased in over three years.			
TOTAL – REVENUE ADJUSTMENTS	\$0.06	\$0.09	0.0
EXPENDITURE – REDUCTIONS			
Heritage Register Update – Defer funding	0.05	0.00	0.0
Program to update Heritage Register can proceed on schedule as senior government funding is expected in 2007. City contribution of \$50,000 will be deferred and redistributed (\$50,000 in 2007, \$100,000 in 2008 and \$100,000 in 2009).			
Chinatown Revitalization – Defer funding	0.21	0.00	0.0
Deferral of 2007 funding to 2008 is possible as \$238,000 of previous years' project budget has been carried forward and is estimated to be sufficient to cover 2007 expenditures.			
Reduction of Consultant Services budgets	0.05	0.05	0.0
25 per cent reduction of consulting resources available to the General Manager, the Housing Centre, and the Planning Department.			
Reduce Research Budget – Cultural Services	0.02	0.02	0.0
Reduction of \$25K that was allocated for Arts and Culture research.			
Reduction of Business Support funding	0.02	0.02	0.0
Computer Supplies and Services (\$15K), and Photo Finishing (\$9K) budgets have been reduced.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.35	\$0.09	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.41	\$0.18	0.0

¹ Further revenue increases of \$0.12 million that are applicable to Corporate Services, are described in the Detailed Revenue Section.

COMMUNITY SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	53,728	52,185	3.0%	54,311	55,002
Less: External Revenues	(5,833)	(5,554)	5.0%	(5,582)	(6,314)
NET OPERATING EXPENDITURE	47,895	46,631	2.7%	48,729	48,688
COMMUNITY SERVICES ADMINISTRATION					
	6,611	6,497	1.8%	6,475	6,664
PLANNING					
City Plans	3,662	3,014	21.5%	3,004	3,139
Current Planning	3,048	2,975	2.5%	2,975	3,016
TOTAL PLANNING	6,710	5,989	12.0%	5,979	6,155
SOCIAL SERVICES & CULTURAL AFFAIRS					
Social Services	1,760	1,590	10.7%	1,588	1,643
Cultural Services	1,389	1,153	20.5%	1,315	1,113
TOTAL SOCIAL SERVICES & CULTURAL SERVICES	3,149	2,743	14.8%	2,903	2,756
HOUSING PROGRAMS					
HOUSING CENTRE					
Housing Centre	929	817	13.7%	875	863
Tenant Assistance Program	133	123	8.1%	123	131
Total Housing Centre	1,062	940	13.0%	998	994
NON-MARKET HOUSING ADMINISTRATION					
Administration	1,012	1,106	(8.5%)	1,105	1,236
Recovery - Administration	(1,012)	(1,106)	(8.5%)	(1,105)	(1,236)
Total Non-Market Housing Administration	0	0	0.0%	0	0

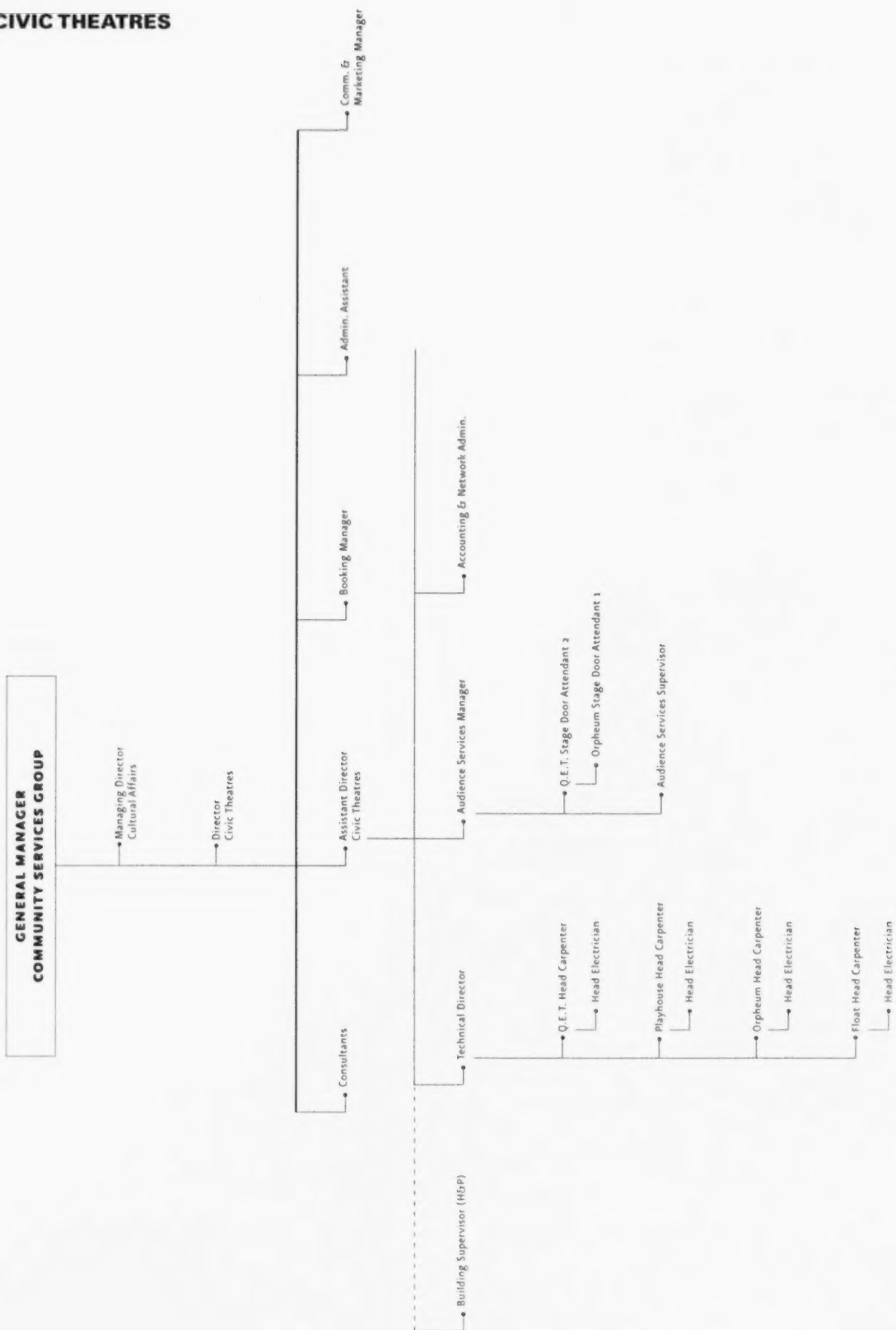
COMMUNITY SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
EVELYNE SALLER CENTRE					
Administration (50% Recoverable)	769	757	1.6%	769	764
Recreation	268	268	0.0%	268	220
Bathing Facilities (100% Recoverable)	253	251	0.8%	251	254
Meal Service (100% Recoverable)	1,229	1,229	0.0%	1,229	1,454
External Revenue - Income from Meals	(340)	(340)	0.0%	(340)	(358)
External Revenue - Ministry of Human Resources	(1,527)	(1,518)	0.6%	(1,518)	(1,729)
Total Evelyn Saller Centre	652	647	0.8%	659	604
PROVINCIAL RESIDENCES AND LODGES					
Provincial Residences and Lodges	2,869	2,590	10.8%	2,649	2,890
External Revenue - Provincial Recovery and Rent	(2,869)	(2,590)	10.8%	(2,619)	(2,865)
Total Provincial Residences and Lodges	0	0	0.0%	30	25
TOTAL HOUSING PROGRAMS	1,714	1,587	8.0%	1,687	1,623
PERMITS & LICENSES					
Office of City Building Inspector	552	531	4.0%	531	554
License Division	4,138	3,880	6.6%	3,830	3,875
Licensing, Inspection & Enforcement	9,269	9,489	(2.3%)	9,481	9,311
Development Services	7,082	6,873	3.0%	6,873	6,609
TOTAL PERMITS & LICENSES	21,041	20,773	1.3%	20,714	20,349
ANIMAL CONTROL - CITY POUND	1,744	1,620	7.7%	1,620	1,710
CEMETERY OPERATIONS					
Administration	48	21	128.6%	21	191
Cemetery Trust Fund	0	(85)	(100.0%)	(85)	0
General Maintenance and Expenses	847	886	(4.4%)	886	742
GENERAL MAINTENANCE - PLOT AREAS					
Expenses	1	10	(90.0%)	10	26
Perpetual Care Fund Earnings & Contributions	(85)	0	0.0%	0	(126)
Total General Maintenance - Plot Areas	(84)	10	(940.0%)	10	(101)
TOTAL CEMETERY OPERATIONS	811	832	(2.5%)	832	832

COMMUNITY SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
CARNEGIE COMMUNITY CENTRE					
Administration	1,287	1,253	2.7%	1,269	1,283
Carnegie Library	367	355	3.4%	355	367
Lifeskills / Rehabilitation Program	494	489	1.0%	490	488
Education Recreation - Program	79	78	1.3%	78	85
Recreation - Oppenheimer	197	194	1.5%	194	186
Information / Activity / Door Program	626	581	7.7%	581	599
TOTAL CARNEGIE COMMUNITY CENTRE	3,050	2,950	3.4%	2,968	3,008
DOWNTOWN SOUTH GATHERING PLACE					
Administration	942	854	10.3%	900	859
Recreation, Youth and Volunteer Programming	327	324	0.9%	324	307
Kitchen	306	311	(1.6%)	311	388
Reading Room	121	119	1.7%	119	116
Security and Information	405	394	2.8%	394	423
TOTAL DOWNTOWN SOUTH GATHERING PLACE	2,101	2,002	4.9%	2,048	2,093
CSG PROJECTS	964	1,638	(41.1%)	3,503	3,497
TOTAL COMMUNITY SERVICES GROUP	47,895	46,631	2.7%	48,729	48,688

CIVIC THEATRES



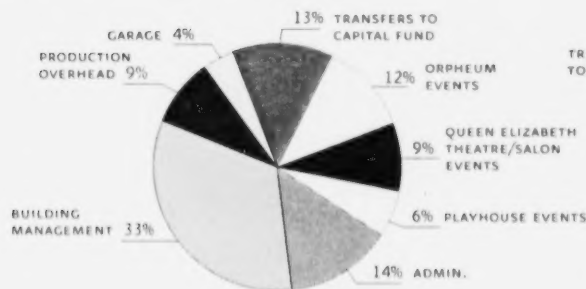
Civic Theatres

2007 PROGRAM AND BUDGET SUMMARY

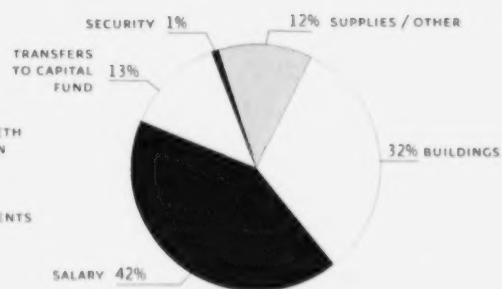
CIVIC THEATRES	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Orpheum	787	866	(79)	(9.1)
Queen Elizabeth Theatre / Salon	623	682	(59)	(8.7)
Playhouse	412	367	45	12.3
Administration, Stage, Mtnc.& Parking	4,781	4,555	226	5.0
Gross Expenditures	6,603	6,470	133	2.1
Revenues	(5,786)	(5,999)	213	3.6
TOTAL CIVIC THEATRES	817	471	346	73.5

2007 BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	21 fte	21 fte	0 fte
Council Approved Position Budget	1,241	1,231	0.8%
Temp / Auxiliary Budget	1,204	1,284	(6.2)%
Total Salary Budget	2,445	2,515	(2.8)%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

Civic Theatres 2007 Operating Budget was mainly impacted by regular inflationary changes and unpredictable fluctuations in the live entertainment market.

CIVIC THEATRES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Expenditure (Gross)	5,706	5,000	1.9%	5,765	5,840
Transfer to Reserve	897	870	3.1%	870	1,035
Subtotal	6,603	6,470	2.1%	6,635	6,875
Less: External Revenue	(5,786)	(5,999)	(3.5%)	(6,137)	(6,793)
NET OPERATING EXPENDITURE	817	471	73.5%	498	82

EVENT SERVICES SUMMARY					
ORPHEUM					
Event Revenue	(1,748)	(1,927)	(9.3%)	(1,927)	(1,958)
Concession Revenue	(444)	(441)	0.7%	(441)	(405)
Other Revenue	(60)	(111)	(45.9%)	(111)	(187)
Total Orpheum Revenue	(2,252)	(2,479)	(9.2%)	(2,479)	(2,550)
Expenditure	786	866	(9.2%)	866	885
Orpheum (Income)/Loss	(1,466)	(1,613)	(9.1%)	(1,613)	(1,664)
QUEEN ELIZABETH THEATRE/SALON					
Event Revenue	(1,038)	(1,202)	(13.6%)	(1,201)	(1,523)
Concession Revenue	(375)	(445)	(15.7%)	(445)	(489)
Other Revenue	(58)	(94)	(38.3%)	(95)	(152)
Total Q.E. Theatre Revenue	(1,471)	(1,741)	(15.5%)	(1,741)	(2,165)
Expenditure	624	682	0.0%	682	770
Q.E. (Income)/Loss	(847)	(1,059)	(20.0%)	(1,059)	(1,395)
PLAYHOUSE					
Event Revenue	(556)	(433)	28.4%	(433)	(436)
Concession Revenue	(101)	(93)	8.6%	(93)	(90)
Other Revenue	(51)	(48)	6.3%	(48)	(40)
Total Playhouse Revenue	(708)	(574)	23.3%	(574)	(566)
Expenditure	412	367	12.3%	367	380
Playhouse (Income)/Loss	(296)	(207)	43.0%	(207)	(186)
TOTAL EVENT SERVICES SUMMARY	(2,609)	(2,879)	(9.4%)	(2,879)	(3,245)

CIVIC THEATRES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
ADMINISTRATION, STAGE, MAINTENANCE & PARKING SUMMARY					
Other Rental Revenue (not specific to event)	(216)	(176)	22.7%	(176)	(211)
Other Revenue		(58)	(100.0%)	(58)	(45)
Building Operating and Maintenance	2,111	1,928	9.5%	1,928	1,937
Administration	911	962	(5.3%)	962	919
Stage, Sound, and Lighting	312	308	1.3%	308	330
Audience Services	308	386	(20.2%)	413	399
Parking Revenue	(430)	(419)	2.6%	(419)	(481)
Parking Expenditure	242	239	1.3%	239	222
Transfer to Reserves	180	115	56.5%	115	239
	0	0	0.0%	0	0
Ticket Surcharge Revenue	(709)	(690)	2.8%	(690)	(776)
Ticket Surcharge Transfer to Reserve	709	690	2.8%	690	776
	0	0	5.5%	0	0
NET EXPENDITURE – ADMINISTRATION, STAGE, MAINTENANCE & PARKING	3,426	3,350	2.3%	3,377	3,327
TOTAL CIVIC THEATRES	817	471	73.5%	498	82

Civic Grants Program

The City provides civic grants totaling \$15.5 million to a variety of different organizations that provide valuable services to the citizens of Vancouver. The administration of civic grants falls mainly under the responsibility of the Community Services Group, with the exception of Other Grants, which is the responsibility of the Corporate Services Group. The City has four different granting categories as summarized below.

COMMUNITY SERVICES GRANTS

Community Services Grants provide financial support to approximately 100 non-profit organizations that are working with each other, various levels of government (including the City) and residents, to address social problems and to build individual and community capacity. The recently revised Community Services Grants Program has three grant streams: Neighbourhood Organization Grants, Organizational Capacity Building Grants, and Direct Social Services Grants. The revised program includes an outcome measurement framework which will benefit both the funded groups and the City by documenting the activities and results achieved through City funding.

CHILDCARE GRANTS

The Childcare Grants help develop accessible, affordable, high-quality licensed non-profit childcare services in the areas of the City that need them most. The grants support existing childcare programs, encourage new initiatives in high need areas, and help to develop the infrastructure needed for an efficient childcare system. Childcare grants also contribute to the financial viability and management of developer-built City-owned childcare centres in the downtown core.

ARTS AND CULTURAL GRANTS

Cultural grants provide financial support for a variety of arts and cultural activities: music, dance, theatre, visual arts, film and video, festivals and special community events through a series of grant programs in support of the non-profit arts and cultural sector including Operating, Projects, Diversity Initiatives, Celebration, Theatre Rental Grants, Arts Partners in Creative Development, Arts Partners in Organizational Development and GetOut! Grants-to-Youth. Further the City supports the following four Major Exhibiting Organizations with Annual Operating Grants:

- Vancouver Art Gallery Association
- Vancouver Museum Association
- Vancouver Maritime Museum Society
- H.R. MacMillan Centre

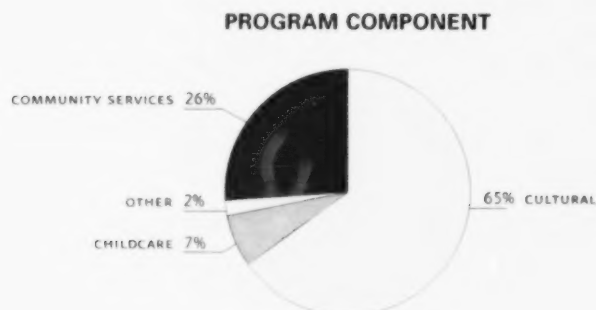
The Office of Cultural Affairs has recently launched a comprehensive full review of the 13 grant and award support programs.

OTHER GRANTS

The Other Grants are provided to organizations in support of general operations or specific programs offered by organizations. Funding is provided to those organizations with programs that contribute to the well-being of the citizens of Vancouver and which Council wishes to support over an extended period of time.

Civic Grants Program

2007 BUDGET COMPOSITION



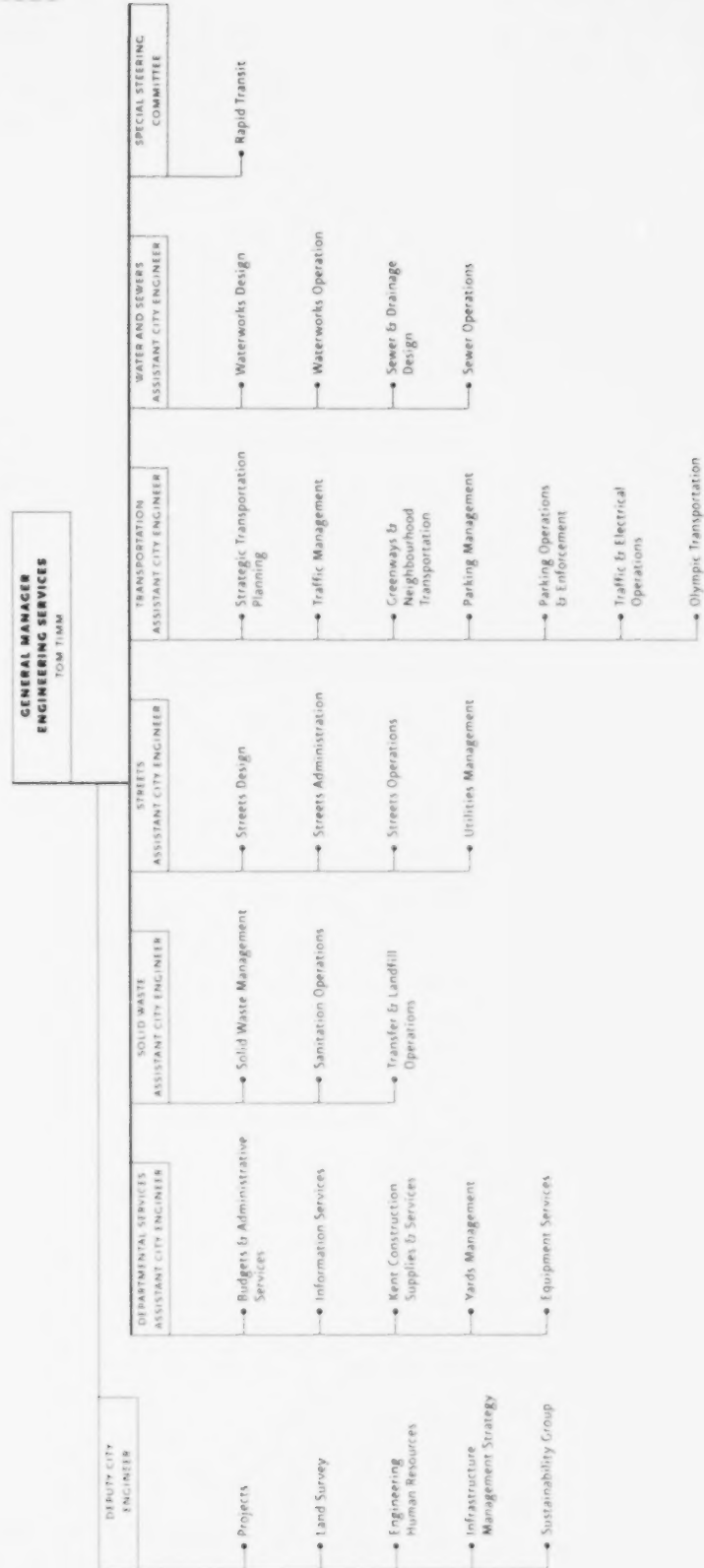
BUDGET DRIVERS

- Grant budgets increased by two per cent based on standard inflationary increases
- In 2006 Council approved an increase of \$0.7 million to the cultural grant budget from the General Program account for the Strategic Investment in the City's Cultural Services. An additional \$1.0 million was added to the culture grant budget in 2007. Funding is subject to detailed recommendations arising from the Creative City strategic planning process

Note that for 2007 the categories for Major Exhibiting Organizations and Annual Recurring & Miscellaneous Grants have been reallocated, to align with department's responsibilities. The budget for Major Exhibiting Organizations, including the Vancouver Art Gallery and Vancouver Maritime Museum is now within Cultural Grants. The budgets previously in Annual Recurring and Miscellaneous Grants for Rent Subsidy and Animal Welfare are now in Community Services Grants while Celebration Grants are now in Cultural Grants. The remaining grants in Annual Recurring and Miscellaneous Grants, mostly for the Vancouver City Development Commission (VCDC) are now in the Other Grants category.

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
CIVIC GRANTS PROGRAM					
Community Services Grants	3,976	3,826	3.9%	3,826	3,807
Cultural Grants	10,127	8,958	13.0%	9,039	8,979
Childcare Grants	1,097	1,075	2.0%	1,075	1,070
Other Grants	305	319	(4.4%)	178	178
TOTAL CIVIC GRANTS PROGRAMS	15,505	14,178	9.4%	14,118	14,034

ENGINEERING SERVICES



Engineering Services

VISION

The Engineering Services Department developed a departmental Strategic Plan in early 2007. As stated in the Strategic Plan, Engineering Services' mission statement is *"To achieve excellence in public works and engineering services which create and sustain a great city of communities"*.

Engineering Services provides basic public works services which are essential in any urban community. Vancouver has grown and changed greatly since it was founded. Engineering Services has kept pace by providing essential services in the quality, quantity and form required to support the City's population and employment.

Engineering Services contributes to the overall City purpose by providing planning, design, construction and maintenance of the City's vast infrastructure works. These include fundamental services such as: water distribution, sewerage collection, drainage, refuse removal, street access and lighting; and regulatory functions such as: traffic control, parking enforcement, transportation planning, and preservation of utility and communication corridors. Engineering Services provides these services responsively and at minimal cost to taxpayers.

SERVICES PROVIDED

The department is organized into five divisions:

- Solid Waste
- Streets
- Transportation
- Water & Sewers
- Departmental Services

Each division is divided into a number of branches. There are also four independent branches (Legal Survey, Projects, Sustainability, and Engineering Human Resources), which carry out functions related to all five divisions and which are centralized at the departmental level.

Under this organization, most aspects of a given service are in one division rather than among several. This framework allows for much closer coordination of departmental programs and has significantly improved the level of service provided to the public. The organization is intended to be dynamic, branches may be shifted to meet special needs, and personnel are rotated to maximize staff development opportunities.

Engineering Services

SOLID WASTE

- Provides residential collection of household refuse, recyclables and yard trimmings
- Provides street leaf collection and composting of leaves and yard trimmings
- Provides year-round night and day street cleaning and litter collection operation throughout the city
- Provides an environmentally responsible sanitary Landfill disposal operation for the western part of the GVRD
- Achieves major greenhouse gas mitigation through beneficial use of landfill gas at the Vancouver Landfill

STREETS

- Provides access to property for people and vehicles through the street and lane network
- Provides access for emergency vehicles, goods movement and all other vehicles which rely on a well-maintained and efficient street network
- Designs, constructs, maintains and rebuilds bridges, streets, sidewalks and lanes in a manner responsive to changing public needs, consistent with the transportation plans and policies approved by Council

TRANSPORTATION

- Undertakes the analysis, planning, management and design of the transportation network necessary for the safe and reliable movement of people, vehicles and goods throughout the City
- Enhances livability through transportation planning and helps to achieve a more sustainable transportation system by: supporting alternatives to the automobile, managing the existing system to maximize efficiency and safety, and including the provision of street lighting and traffic signals
- Provides and manages the City's network, supplying voice, radio and data communication to City services

WATER & SEWER

- In partnership with the GVRD, distributes a continuous safe, clean water supply to residents and businesses of Vancouver
- Designs, builds and maintains a water distribution system
- Carries out ongoing water quality monitoring and water conservation programs
- Operates the City's dedicated emergency fire protection system
- Collects sewage and transports it to the Regional District interceptor mains for conveyance to the treatment plant
- Collects stormwater and transports it to outfalls, and pursues stormwater reuse opportunities
- Designs, builds and maintains sanitary and stormwater collection systems

DEPARTMENTAL SERVICES

- Provides a number of direct services to the department such as Engineering Yards management, materials, financial, equipment and technology services

Engineering Services

STRATEGIC DIRECTION

As determined by the Strategic Plan, Engineering Services' five departmental goals are as follows:

- **SERVICE DELIVERY** – Equitable, consistent and innovative service delivery.
- **SUSTAINABLE PUBLIC WORKS** – Sustainable development and stewardship of public works.
- **EXCELLENCE IN OUR WORK** – Delivery of public works and engineering services based on our Values and Guiding Principles.
- **STRONG TEAM AND SUPPORTIVE CULTURE** – A strong team of committed and skilled employees working in a supportive environment.
- **WORKING ENVIRONMENT** – Employees have the necessary physical space, information, tools, technologies, and time/resources they need to excel in their jobs.

Work areas in each of the department's five divisions are expected to align their work and their work plans to the goals and values stated in the Strategic Plan. Each of the above goals is to be pursued by establishing measurable objectives, and taking actions to achieve improvements in these metrics.

2007 GOALS

BURRARD STREET BRIDGE PEDESTRIAN AND CYCLIST IMPROVEMENTS

Late in 2006, a consultant team was retained to complete the detailed design of the outward sidewalk widening for the Burrard Street Bridge with and without pinch points. The detailed design is scheduled to be complete by the summer of 2007, followed by a tender process in the fall. Subject to a successful tender award and funding availability, it is expected that construction will be ready to commence as early as the first quarter of 2008.

CARRALL STREET GREENWAY

Preparations are underway for the Carrall Street Greenway. This street will be reconstructed to allow for the accommodation of all transportation modes currently utilizing the Seawall and provide access from False Creek to Coal Harbour. Works included within this project include: utility relocation, street reconstruction, development of a multi-use path along Carrall Street, installation of street trees, and public art. This is planned for completion in 2007.

NEIGHBOURHOOD ENERGY UTILITY

Development activities are underway for the first phase of the Neighbourhood Energy Utility (NEU), which will deliver hot water for space heating and domestic hot water to the Southeast False Creek and Olympic Village Official Development Plan area. The NEU will draw from sustainable heat sources, such as sewer heat recovery and/or biomass energy, to achieve significant reductions in greenhouse gas emissions versus conventional building developments. The 2007 work program will include design of the False Creek Community Energy Centre and implementation of a NEU By-law. Additional activities underway include the design and construction of distribution piping and energy transfer stations to interface with southeast False Creek buildings. Full operation of the system will be achieved in time for the 2010 Winter Olympics.

Engineering Services

INFRASTRUCTURE MANAGEMENT STRATEGY IMPLEMENTATION

Approved by Council in December 2004, the Infrastructure Management Strategy (IMS) is a significant initiative that will enable the City to improve the way it serves the public, manages its public works infrastructure, and provides public works services. Included in the IMS are corporate requirements on capital budgeting, financial and performance reporting, and tangible capital accounting and reporting as required by the Public Sector Accounting Board.

The strategy improves the City's decision-making, long-range planning capabilities, ability to provide customer service and coordinate field work, while minimizing negative impacts on the residential and business communities.

In September 2006, after a comprehensive 18-month RFP evaluation process by City staff, Council approved a hybrid solution involving Autodesk/Hansen and SAP Project Systems (PS) and Investment Management (IM) modules. Autodesk/Hansen would be the Engineering Services' platform for managing non-financial infrastructure information. SAP would remain the City's enterprise-wide platform for managing financial information. Autodesk/Hansen and SAP, as well as other appropriate City applications, will be integrated through the use of middleware software. To allow for the comprehensive review and evaluation of capital and non-capital programs or projects, SAP Business Intelligence (BI) will also be implemented, to integrate key strategic non-financial information from Autodesk/Hansen, and other relevant City applications, with the financial information from SAP. A contract with Autodesk Canada Inc. was successfully negotiated in December 2006 to provide Autodesk software and consulting services. Detailed project planning began in January 2007, thereby commencing the 30-month, fixed-priced contract.

CITY-WIDE SUSTAINABILITY INITIATIVES

Under the leadership of the City's Sustainability Group, a series of initiatives are underway to pursue City policies to establish Vancouver as a leading international model for community sustainability. Highlights include:

- Take action on *Corporate Climate Change Action Plan* to lower corporate emissions in buildings and fleets to 20 per cent below 1990 levels by 2010
- Take action on *Community Climate Change Action Plan* to lower community emissions from buildings, transportation and waste to six per cent below 1990 levels by 2012
- Support development of Neighbourhood Energy Utilities in Southeast False Creek and East Fraser Lands
- Assist in the development of a Green Building Strategy for "Part Three" and "Part Nine" buildings, targeting Council resolutions for November 2007
- Full integration of initiatives related to social dimensions of sustainability
- Development of food policy initiatives, a sustainable purchasing policy, urban agriculture and edible landscapes
- Comprehensive corporate sustainability program, including energy efficiency, greenhouse gas emission reductions, planning and development, transportation, and green infrastructure

Engineering Services

ARTERIAL STREET SYSTEM INCLUDING THE MAJOR ROAD NETWORK (MRN)

Engineering Services places a priority on rehabilitating the City's roads, medians and side-walks as a way to ensure that Vancouver remains one of the world's most livable cities.

There are several positive aspects associated with the City's arterial rehabilitation program. Timely preventative maintenance extends the lifespan of our roadways, thus minimizing the need for disruptive and costly excavation and reconstruction. Ground asphalt is recycled as a component of new asphalt, road base and trench backfill. When reconstructing medians, typically the solid-concrete centre portion is replaced with landscaping. This green space in the middle of the City's arterial network significantly improves the aesthetic appeal of the City for residents and visitors while reducing stormwater runoff. Lastly, the smooth street resulting from the work mitigates damage to vehicles from potholes and rough roadways. The arterial rehabilitation program strongly supports the City's sustainability initiative.

Engineering Services maintains the City's arterial road system both independently and in conjunction with the Greater Vancouver Transportation Authority, known as Translink. Translink provides funding for the rehabilitation of the regional Major Road Network (MRN).

In 2007, rehabilitation projects will be carried out on arterials such as:

- West Broadway between Alma and Larch
- East Hastings Street between Renfrew and Cassiar
- Clark/Knight between Broadway and Kingsway

CANADA LINE RAPID TRANSIT LINE – IMPLEMENTATION

Construction of the Canada Line Rapid Transit Line and design of the stations is well underway. A significant amount of work needs to be completed by City staff, in coordination with the construction schedule. This work involves:

- Co-developing the Traffic Management Plans required to divert traffic around and through the construction sites and to ensure access is maintained for adjoining businesses and residents
- Providing input into the design of the various consultation processes and subsequently participating in the station design consultation and community liaison processes
- Obtaining input from the public on land use and "connectivity" issues between stations and surrounding neighbourhoods
- Representing the City and its citizens and acting as liaison between the City, the owner and the contractors
- Monitoring construction of the Project and providing advice and City services where required
- Coordinating City advice on the design of the stations including advice from the Urban Design Panel and Development Permit Board
- Providing advice and direction on the temporary and permanent intervention into the Cambie Heritage Median

Engineering Services

CAMBIE STREET RESTORATION

As sections of the cut and cover tunnel are completed on Cambie Street, City staff will be dedicated to a number of items related to road restoration. This work includes:

- Leading the design and public consultation process to develop streetscape improvement plans for segments of the Cambie Street Corridor
- Liaising with Canada Line contractors to coordinate restoration activity and implementation of streetscape improvements
- Co-developing Traffic Management Plans to reinstate portions of restored road for motorists and neighborhood access

GRANVILLE STREET REDESIGN

- In January 2007, a project office was created within the Streets Design Branch and a Project Manager was appointed to manage the detailed design and construction. This project will revitalize the downtown section of Granville Street from Granville Bridge through to Waterfront Station. The approved budget in the 2006-2008 Capital Plan is \$11 million

Plans are in progress to finalize the geometric design and start the street and public realm designs with consideration for public consultations. All consultants required on the project will be retained by mid-year 2007. Construction is anticipated to start spring/summer of 2008. It is essential that the Granville Redesign project be completed by 2009 in order to re-open the street to buses upon completion of the Canada Line stations, and certainly in advance of 2010.

PHASE 1 CLOSURE

The Vancouver Landfill accepts municipal solid waste from Vancouver, Delta, Richmond, UBC and parts of Surrey. The site will be filled over the next 40 years according to a fill plan comprised of nine phases. Phase 1, the easternmost phase, was completed in June 2006. Currently, landfill operations are occurring in Phase 2 located approximately 600 m from the western property line. To meet Ministry of Environment requirements and to reduce long-term liabilities, Phase 1 of the Landfill is required to be closed. A final cover system including a flexible plastic membrane will be installed on top of the Landfill to minimize moisture infiltration and maximize landfill gas (LFG) capture. Minimizing moisture infiltration into the landfill minimizes the amount of leachate generated. Maximizing LFG capture minimizes greenhouse gas emissions. A consultant team has been retained to provide design and construction management services for the closure of Phase 1. Design is underway and construction is planned over the summer of 2007 with completion in the summer of 2008.

Engineering Services

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Development of business case for Neighbourhood Energy Utility
- Increased cost recovery from utility companies
- Increased parking meter revenues and enforcement revenues

CHALLENGES

TRANSPORTATION DIVISION

- Greater desire on the part of the public to be involved in decision-making
- Population growth
- More complex plans and designs often with regional ramifications
- Increasing inventory of signs and road markings
- Increasing inventory of street lights and traffic signals
- Aging stock of light poles
- Greater demand for pedestrian and cycling facilities

STREETS DIVISION

- Maintaining different components of the municipal road network to consistent standards
- Maintaining non-Major Road Network arterials to the same standard as MRN
- Greater demand for pedestrian and bicycle safety
- Increased maintenance due to street tree issues
- Increased programming of the streetscape and conflicting demands for use of public space
- Increased expectations for a graffiti-free environment
- Complex issues related to homelessness
- Explosive growth in vending on the sidewalks, particularly newsboxes

STREET CLEANING

- Increased use of streets and lanes by vehicles, pedestrians and the homeless
- Increased expectations for cleanliness of streets in mixed-use and residential areas, but decreased tolerance of noise
- Creation of new neighbourhoods (e.g. Yaletown, Concord) has increased the number of streets requiring cleaning
- Trend towards a livable downtown has shifted street cleaning from nightshift to dayshift, which is less effective and more costly, but less disruptive to residents
- Continued increasing numbers and growth of street trees increases street sweeping needs
- Tighter enforcement on garbage collection is increasing abandoned waste

SEWERS

- Increased debt charges from the capital program

WATERWORKS

- Increased cost for bulk water purchases

DEPARTMENTAL SERVICES

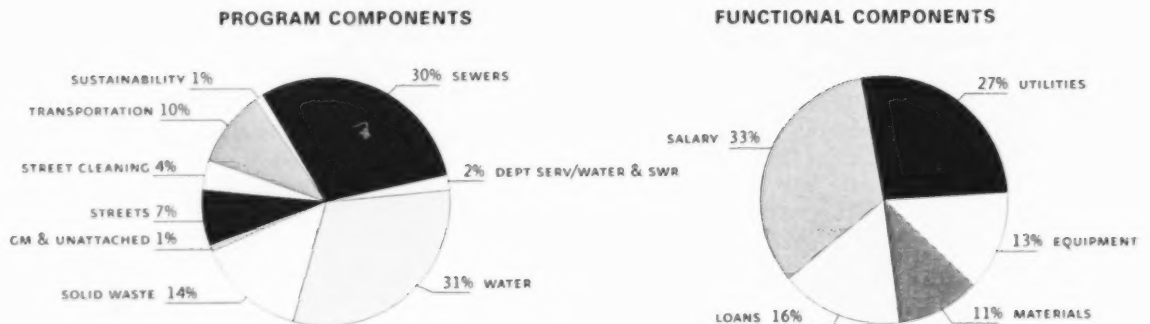
- Fuel cost increases
- Insurance cost increases
- Increasing health and safety costs
- Technical design for Neighbourhood Energy Utility

Engineering Services

2007 PROGRAM AND BUDGET SUMMARY

ENGINEERING DEPARTMENT	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
General Manager Office & Unattached Branches	3,047	2,909	138	4.7
Transportation	23,764	22,078	1,686	7.6
Water and Sewers	34	32	2	6.3
Solid Waste	8,412	8,178	234	2.9
Streets	16,576	17,691	(1,115)	(6.3)
Departmental Services	5,734	5,584	150	2.7
Special Projects (Rapid Transit)	376	388	(12)	(3.1)
Sustainability	1,493	1,478	15	1.0
Sewer Utility	71,202	68,457	2,745	4.0
Water Utility	74,059	69,668	4,391	6.3
Solid Waste Utility	34,033	31,391	2,642	8.4
TOTAL ENGINEERING SERVICES & UTILITIES	238,730	227,854	10,876	4.8
Less Utility Revenues:				
Sewer Utility	(35,507)	(34,151)	(1,356)	4.0
Water Utility	(74,059)	(69,668)	(4,391)	6.3
Solid Waste Utility	(34,033)	(31,391)	(2,642)	8.4
TOTAL UTILITIES REVENUES	(143,599)	(135,210)	(8,389)	6.2
Net Engineering Services & Utilities	95,131	92,644	2,487	2.7

2007 BUDGET COMPOSITION



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	648.4 fte	640.4 fte	8.0 fte
Council Approved Position Budget	37,613	36,851	2.1%
Temp Auxiliary Budget	2,202	2,338	(5.8)%
Total Salary Budget	39,815	39,189	1.6%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

Engineering Services

BUDGET DRIVERS

PUBLIC WORKS

- Inflationary adjustments as part of the regular budgetary process
- New programs and budget responsibilities approved during 2006; significant increases include additional street cleaning, additional costs in parking enforcement, and costs of implementing the Infrastructure Management Strategy.

UTILITIES

- Water Utility was impacted by increases in the cost of purchasing water from the Greater Vancouver Water District. Water consumption-based fees were subsequently increased by approximately six per cent.
- The average homeowner will see an increase of \$10.80 (weighted average) in their annual yard trimmings collection fees due to the cost of automating the yard trimmings collection program and the cost of processing increased tonnages collected, with no change in their annual recycling and garbage collection fees.
- The Sewer Utility was impacted by increased Greater Vancouver Sewerage and Drainage (GVS&DD) levy and debt servicing costs resulting in an increase of 6.4 per cent in sewer fees.

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancements and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
FUNDING – NO ADDITIONAL COST TO THE OPERATING BUDGET			
Engineering Services – Financial Positions	\$0.23	\$0.23	3.0
Three new financial analyst positions needed for Equipment Services, Streets and Transportation Division to better manage work demands of the respective departments. Funding source – conversion of Temporary to Regular Full Time.			
FUNDING – TAXATION			
Future Area Planning	\$0.10	\$0.15	2.0
To complete the Area Planning initiatives approved in 2006, additional staff in Engineering (2) and Social Planning (1) are required to deal with: traffic, parking, shopping area design/hosting inputs as well as social issues such as homelessness, youth/families/aboriginals at risk, drug dealing/use and public safety. The total 2007 cost of this initiative is \$166,600.			
TOTAL – SERVICE ENHANCEMENTS	\$0.33	\$0.38	5.0

Engineering Services

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
REVENUE – INCREASES			
First Day Storage Fees	0.20	0.20	0.0
New revenue from implementing a \$5 first-day storage fee for impounded vehicles			
Utility Plan Review Fee	0.10	0.10	0.0
A fee to outside utility agencies for plan review and right-of-way management services for construction of their proposed infrastructure in city streets.			
Materials Branch Increased Billable Work	\$0.07	\$0.07	0.0
Costs for minor inspections and equipment calibration built into inspectors' rates.			
TOTAL – REVENUE ADJUSTMENTS	\$0.37	\$0.37	0.0
EXPENDITURE – REDUCTIONS			
Miscellaneous Reductions – Departmental Services	\$0.04	\$0.04	0.0
Budgets for miscellaneous Departmental Services expenses were reduced.			
Graffiti Program Reduction	0.04	0.04	0.0
Budget adjusted to reflect actual demand for free paint.			
Efficiencies in Street Cleaning Program	0.19	0.19	2.5 (aux)
Reduction in budget made to reflect efficiency improvements as a result of Street Cleaning operational review.			
Reduce Landscape and Horticultural Maintenance	0.05	0.05	–
Change in maintenance of the City's green spaces allows for reduction of related budget.			
Delay / Defer New Greenways Maintenance	0.26	0.00	–
One-time saving in 2007 for greenway maintenance due to delay in completion of Central Valley and Ridgeway Greenways.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.58	\$0.32	2.5 (aux)
TOTAL – FUNDING ADJUSTMENTS	\$0.95	\$0.69	2.5 (aux)

ENGINEERING SERVICES

	BUDGET				2006 ACTUAL (\$ 000's)
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	
ENGINEERING SERVICES (NET)					
Departmental Services	5,734	5,584	2.7%	5,584	5,280
Unattached Branches	3,047	2,909	4.7%	2,883	2,791
Water and Sewers Division	34	32	6.3%	32	32
Solid Waste Division	8,412	8,178	2.9%	8,178	7,822
Streets Division	16,576	17,691	(6.3%)	17,139	18,034
Transportation Division	23,764	22,078	7.6%	23,723	23,638
Special Projects Division (Rapid Transit)	376	388	100.0%	388	388
Sustainability Division	1,493	1,478	100.0%	1,463	1,407
TOTAL ENGINEERING SERVICES	59,436	58,338	1.9%	59,390	59,392
UTILITIES (GROSS EXPENDITURES)					
Sewer (partially tax supported)	71,202	68,457	4.0%	68,459	67,120
Waterworks	74,059	69,668	6.3%	69,693	68,685
Solid Waste	34,033	31,391	8.4%	31,391	33,232
TOTAL UTILITIES	179,294	169,516	5.8%	169,543	169,037
TOTAL ENGINEERING SERVICES AND UTILITIES	238,730	227,854	4.8%	228,933	228,429

ENGINEERING SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	107,329	110,700	(3.0%)	111,752	110,137
Less: Internal Cost Recovery	(46,086)	(47,173)	(2.3%)	(47,173)	(48,772)
Less: External Revenue	(1,807)	(5,189)	(65.2%)	(5,189)	(1,973)
NET OPERATING EXPENDITURE	59,436	58,338	1.9%	59,390	59,392
UNATTACHED BRANCHES					
General Manager's Office	462	444	4.1%	444	452
Land Survey Branch	1,110	1,067	4.0%	1,090	1,082
Projects Branch	800	767	4.3%	767	639
IMS Project	84	0	0.0%	0	2
Development Services	545	574	(5.1%)	525	564
Building Sites Inspection	46	57	(19.3%)	57	52
TOTAL UNATTACHED BRANCHES	3,047	2,909	4.7%	2,883	2,791
DEPARTMENTAL SERVICES					
Departmental ACE	143	141	1.4%	141	135
Budgets & Administration	1,538	1,568	(1.9%)	1,568	1,412
Yards	1,868	1,821	2.6%	1,820	1,825
Materials	6,772	6,422	5.5%	6,422	8,216
Less: Internal Recovery	(6,507)	(6,094)	6.8%	(6,094)	(7,909)
Information Services	1,663	1,482	12.2%	1,482	1,356
Less: Internal Recovery	(160)	(157)	1.9%	(157)	(157)
Equipment Services	34,436	41,323	(16.7%)	41,324	35,731
Less: Internal Recovery	(34,019)	(40,922)	(16.9%)	(40,922)	(35,329)
TOTAL DEPARTMENTAL SERVICES	5,734	5,584	2.7%	5,584	5,280
WATER & SEWERS DIVISION ACE					
	34	32	6.3%	32	32
TOTAL WATER & SEWERS DIVISION	34	32	6.3%	32	32
SOLID WASTE					
Solid Waste Division ACE	330	324	1.9%	324	324
Street Cleaning	8,082	7,854	2.9%	7,854	7,496
TOTAL SOLID WASTE DIVISION	8,412	8,178	2.9%	8,178	7,822

ENGINEERING SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
STREETS DIVISION					
DESIGN BRANCHES	3,570	4,724	(24.4%)	3,487	3,499
STREET OPERATIONS					
Streets Division ACE	69	116	(40.5%)	116	109
Utilities Management Branch	310	430	(27.9%)	430	506
Street Operations General	796	1,090	(27.0%)	921	2,084
General Maintenance	1,468	1,298	13.1%	929	1,018
Street Activities	7,364	7,138	3.2%	7,588	7,139
Roads & Lanes	1,616	1,601	0.9%	1,601	1,127
Bridge Program	544	536	1.5%	536	508
Snow & Ice Control	839	758	10.7%	1,531	1,531
Pavement Operations	6,500	4,500	44.4%	4,500	7,172
Less: External Revenue	(1,100)	(4,500)	(75.6%)	(4,500)	(1,282)
Less: Internal Revenue	(5,400)	0	0.0%		(5,377)
Total Street Operations	13,006	12,967	0.3%	13,652	14,535
TOTAL STREETS DIVISION	16,576	17,691	(6.3%)	17,139	18,034
TRANSPORTATION DIVISION					
Parking Enforcement	6,318	6,325	(0.1%)	6,522	6,495
Meter Operations	2,668	2,839	(6.0%)	2,839	2,872
Parking Branch Administration	891	942	(5.4%)	942	830
Less: External Revenue	(707)	(689)	2.6%	(689)	(691)
Transportation Division ACE	107	153	(30.1%)	153	169
Transportation & Electrical Design	4,673	3,077	51.9%	4,537	4,386
Traffic & Electrical Operations Administration	751	748	0.4%	748	676
Traffic Operations	3,552	3,550	0.1%	3,538	3,534
Street Lighting	4,929	4,670	5.5%	4,670	4,875
Traffic Signals	458	336	36.3%	336	455
Radios	124	127	(2.4%)	127	37
TOTAL TRANSPORTATION DIVISION	23,764	22,078	7.6%	23,723	23,638
SPECIAL PROJECTS DIVISION					
Rapid Transit	376	388	(3.1%)	388	388
TOTAL SPECIAL PROJECTS DIVISION	376	388	(3.1%)	388	388
SUSTAINABILITY DIVISION					
Sustainability Office	1,493	1,478	1.0%	1,463	1,407
TOTAL SUSTAINABILITY DIVISION	1,493	1,478	1.0%	1,463	1,407

SEWER UTILITY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	71,147	68,510	3.8%	68,512	68,270
Less: User Fee Revenue	(34,233)	(32,981)	3.8%	(32,981)	(31,613)
BOD/TSS Flow Charges	(1,274)	(1,170)	8.9%	(1,170)	(1,277)
Total Revenues	(35,507)	(34,151)	4.0%	(34,151)	(32,890)
Transfer To/(From) Reserve	55	(53)	(203.8%)	(53)	(1,150)
NET OPERATING EXPENDITURE	35,695	34,306	4.0%	34,308	34,230
Sewer Design	749	972	(22.9%)	974	1,024
Sewer Operations Other	444	420	5.7%	420	395
Sewer Operations Administration	825	715	15.4%	715	848
Sewer Operations Program	4,172	4,199	(0.6%)	4,199	3,932
Sewer Debt Charges	24,826	24,298	2.2%	24,298	24,169
Sewer – Cost Allocation	975	918	6.2%	918	914
Joint Sewerage Assessment	39,156	36,988	5.9%	36,988	36,988
Transfer To / From Sewer Rates Stabilization Reserve	55	(53)	(203.8%)	(53)	(1,150)
TOTAL SEWER	71,202	68,457	4.0%	68,459	67,120

WATERWORKS UTILITY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	74,958	72,162	3.9%	72,152	69,733
Revenue - Flat Rate	(29,057)	(28,081)	3.5%	(28,081)	(27,430)
Revenue - Metered Water	(43,218)	(41,434)	4.3%	(41,434)	(39,440)
Revenue - Other	(1,784)	(153)	1,066.0%	(178)	(1,815)
Total Revenue	(74,059)	(69,668)	6.3%	(69,693)	(68,685)
Transfers To/(From) Water Rates Stabilization	(899)	(2,494)	(64.0%)	(2,459)	(1,048)
NET OPERATING EXPENDITURE	0	0	0.0%	0	0

EXPENDITURE SUMMARY

Water Rates Billing	656	617	6.3%	617	636
Waterworks Operations	7,312	7,032	4.0%	7,022	6,145
Purchase of Water from GVWD	44,354	37,609	17.9%	37,609	36,220
Debt Charges on City Debentures	21,691	26,017	(16.6%)	26,017	25,849
Waterworks Cost Allocation	945	887	6.5%	887	883
Transfer To/(From) Water Rates Stabilization Reserve	(899)	(2,494)	(64.0%)	(2,459)	(1,048)
TOTAL WATERWORKS	74,059	69,668	6.3%	69,693	68,685

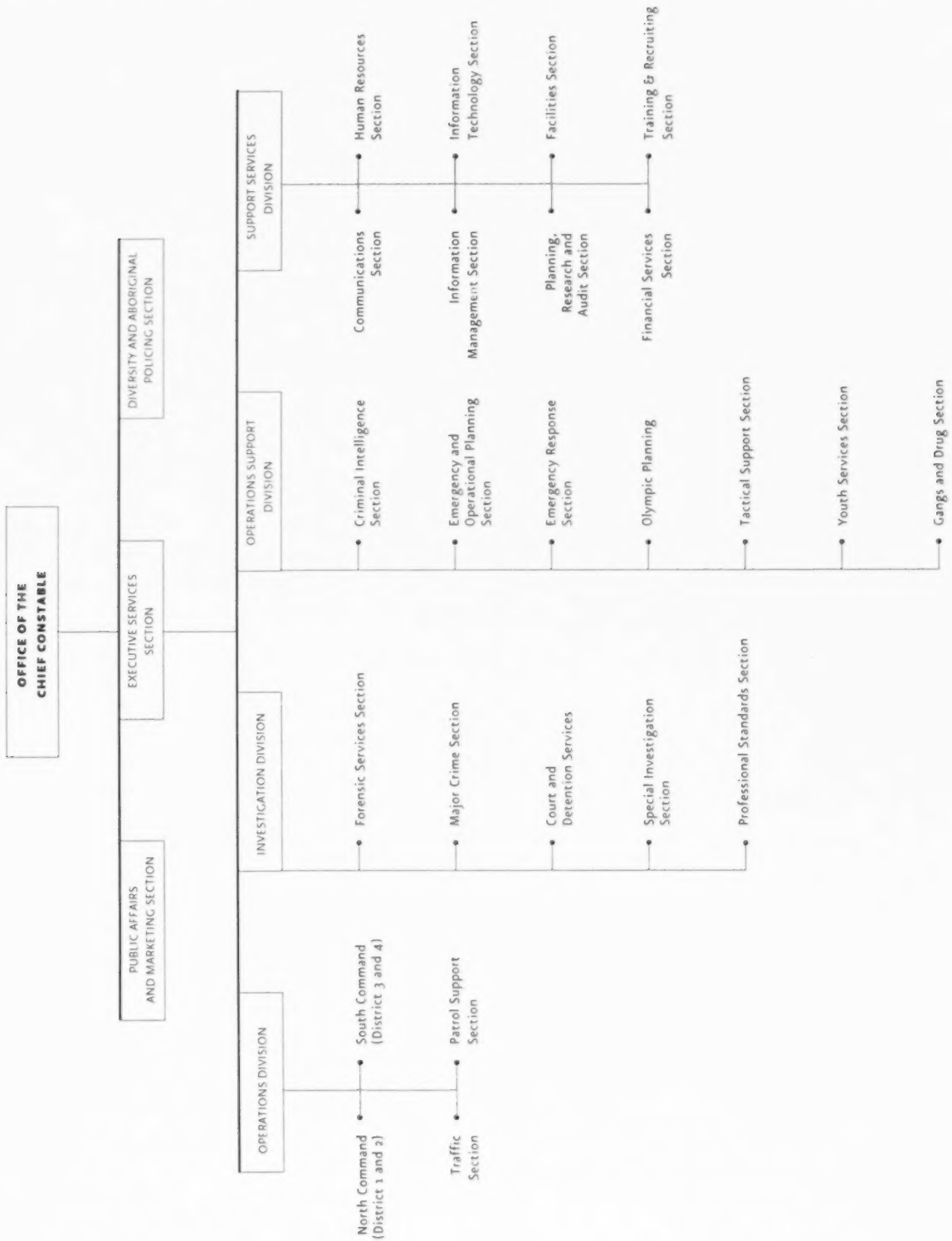
SOLID WASTE UTILITY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure	29,617	29,475	0.5%	29,475	29,748
Collection Fees	(13,721)	(12,684)	8.2%	(12,684)	(12,759)
Disposal Fees	(14,355)	(12,813)	12.0%	(12,813)	(14,529)
Recycling Revenue	(5,949)	(5,886)	1.1%	(5,886)	(5,937)
Other Revenue	(8)	(8)	0.0%	(8)	(7)
Total Fees	(34,033)	(31,391)	8.4%	(31,391)	(33,232)
Transfer To/(From) Reserve	4,416	1,916	130.5%	1,916	3,484
NET OPERATING EXPENDITURE	0	0	0.0%	0	0

EXPENDITURE SUMMARY

Solid Waste Billing	293	276	(5.0%)	276	257
Solid Waste Collection Residential Refuse	13,378	12,423	7.7%	12,423	12,930
Solid Waste Management	804	793	1.4%	793	750
Solid Waste Disposal	8,428	9,275	(9.1%)	9,275	8,839
Residential Recycling	4,914	4,836	1.6%	4,836	4,875
Residential Composting	1,300	1,372	(5.2%)	1,372	1,626
Solid Waste Levy - GVSDD	500	500	0.0%	500	471
Transfer To/(From) Reserve	4,416	1,916	130.5%	1,916	3,484
TOTAL SOLID WASTE	34,033	31,391	8.4%	31,391	33,232

VANCOUVER POLICE DEPARTMENT



Vancouver Police Department

MISSION

In fulfillment of its public trust, the Vancouver Police Department (VPD) maintains public order, upholds the rule of law and prevents crime.

VISION

Canada's leader in policing – providing safety for all

VALUES

Integrity, Professionalism, Accountability, Respect

STATUTORY RESPONSIBILITY

The British Columbia Police Act provides the statutory framework for the operation of the Police Department, including the responsibilities of the Chief Constable, the Police Board and the City. Section 481 of the *Vancouver Charter* sets out the responsibilities of the City for the provision of policing services.

GOVERNANCE

The Vancouver Police Board is the civilian-governing body for the Vancouver Police Department. The Police Act, Part 5, s. 23(1), requires that the Board consist of: the Mayor who is also designated chair; one person appointed by the Municipal Council; and not more than five persons appointed by the Lieutenant Governor-in-Council. The Board members are appointed based on recommendations put forward by the Solicitor General after consultation with the Director of the Police Services Division. Board members reflect community demographics and are chosen based on their active support of the community. They are appointed to a term of not more than four years and cannot hold office for more than six consecutive years. The Board is the employer of all sworn and civilian Police Department staff, provides policy direction for the Department, exercises financial oversight, and is responsible for responding to all service and policy complaints against the Department. The Board provides policy direction to the Department through the Chief Constable, while the Chief Constable is responsible for all operational and administrative decisions.

SERVICES PROVIDED

The VPD is the largest urban police service in British Columbia and provides service to a city with a resident population greater than 578,000. It is the business, entertainment and tourism hub of a Census Metropolitan Area (CMA) of over 2.1 million people. The actual number of people in the City at any given time is usually significantly higher than the official resident population. The VPD is led by the Chief Constable and organized into four divisions.

Vancouver Police Department

OFFICE OF THE CHIEF CONSTABLE

Sections reporting directly to the Office of the Chief Constable include the Executive Services Section, Diversity and Aboriginal Policing Section, and the Public Affairs and Marketing Section.

OPERATIONS DIVISION

The Operations Division provides the visible policing presence on City streets, responds to calls for assistance from the public, and works in partnership with the community through community programs and community policing centres. The Division focuses resources on issues causing the greatest harm to the community. Its goal is to provide a balanced approach between reactive and proactive policing to improve the quality of life and sense of safety for city residents and visitors. This division includes the Patrol Teams, Beat Enforcement Teams, Waterfront Team, General Investigation Unit, Property Crime Unit, Community and Victim Services Unit, Traffic Section and other specialty units.

INVESTIGATION DIVISION

The Investigation Division is comprised of specialized and highly trained investigators who use their expertise, knowledge and skills to conduct follow-up investigations on cases initiated by Patrol members and self-initiated proactive investigations to address serious crime and community issues. This Division includes the Major Crime Section, Special Investigation Section, Forensic Services Section, Court and Detention Services Section and the Professional Standards Section.

OPERATIONS SUPPORT DIVISION

This Division includes the Criminal Intelligence Section, Emergency Response Section, Tactical Support Section, Youth Services Section, Gangs and Drugs Section, and the Emergency and Operational Planning Section.

SUPPORT SERVICES DIVISION

This Division encompasses most of the administrative sections required to support the uniformed members of the Vancouver Police Department. This division includes Human Resources, Training and Recruiting, Information Management, Information Technology, Communications, Financial Services Section, Fleet Services, Facilities Section, and the Planning, Research and Audit Section.

E-COMM AND PRIME LEVIES

E-Comm, a non-profit organization, provides contracted emergency communications services to a number of local government agencies in the Lower Mainland including the Vancouver Police Department. Services provided to the VPD include computer-aided dispatch services through a wide area network system. PRIME (Police Records Information Management Environment) is the records management system used to record all police reports completed by the VPD. PRIME is a provincially mandated system for all police agencies in British Columbia and has been in use at the VPD since 2001. Levies for services provided are paid by the City of Vancouver on behalf of the Department.

Vancouver Police Department

STRATEGIC DIRECTION

The VPD has a number of ongoing organizational priorities:

- Improving community safety
- Implementing best practices
- Creating a supportive workplace
- Securing required resources
- Marketing the services of the VPD

The current focus of the VPD includes:

- Creating an atmosphere of safety in our community and striving to be the safest major city in Canada
- Strengthening relationships with colleagues, partners and the communities we serve, in order to increase support and satisfaction with our police services
- Promoting partnerships to leverage resources and share crime priorities — we will take a leadership role in police regionalization and integration in the Lower Mainland
- Obtaining adequate facilities, equipment and resources to meet the growing needs of the community and the Department
- Improving the usage and availability of information technology in crime analysis, law enforcement and administration to enhance service delivery
- Enhancing the professional development of the Department staff
- Improving communication to have a progressive, principled organization
- Being recognized as a leader in developing innovative solutions to crime-related problems

MAJOR STAFFING CHANGES IN THE VANCOUVER POLICE DEPARTMENT

JOINT CITY/VPD VANCOUVER POLICE OPERATIONAL REVIEW

During 2004, the Department completed a Strategic Plan and staffing review. The City and the Vancouver Police Board agreed to create a Steering Committee who hired a team of consultants from the University College of the Fraser Valley (UCFV) to conduct an independent staffing review. As well, independent reviews were conducted of the Department's Information Management Section, Information Technology Section, and the VPD Fleet Operations.

As a result of this review, Council approved an increase to the Department's civilian and authorised strength of 81 officers and 73 civilian staff between 2005 and 2006. In approving the additional resources for the VPD in 2005, Council instructed staff that some of the increase in staffing for 2006 (77 FTEs) would be subject to the approval of a strategic operating plan and a report back by the Steering Committee on projected overtime savings and shared services opportunities due to the findings of the independent consultant that identified the need for short-term and medium-term planning, including:

- operational planning
- patrol staffing, deployment, scheduling and performance studies
- organizational review
- overtime utilization
- civilianization

Vancouver Police Department

As a result, a joint review group was established comprised of City and VPD staff to conduct an operational review of the Vancouver Police Department. This two-year project has a number of components that are being reported to Council in separate stages.

- Phase 1 of the Operational Review, reported to council in April 2006, includes a strategic operating plan, preliminary overtime analysis, civilianization review, and a preliminary investigation into shared services opportunities. In response, Council approved an increase to the authorised strength 31 officers and 46 civilian staff (which includes the civilianization of 19 sworn positions) and \$800,000 in overtime savings by 2007.
- Phase 2 of the Operational Review began mid-2006 and is expected to be completed by mid-2007 and includes the completion of a patrol deployment study, completion of mini-business plans including investigative deployment, further overtime review and the development of an Operational Plan. Given the complexity of the project, Phase 2 is being reported out in two stages:
 - In February 2007, the Department completed a study of patrol operations which identified changes to the existing deployment model that would lead to more efficient use of patrol resources as well as the resource requirements needed to improve overall patrol performance. Options for improvement were provided by the Steering Committee with different levels of improved performance. City Council approved 17 new sworn officers for VPD patrol operations that involved a number of operational efficiencies as well as the creation of a metro roving unit to deal with serious calls that cross district boundaries. Funding for the 17 officers was conditional on the Vancouver Police Union agreeing to a series of shifting proposals that resulted in a better match between officer availability and call load.
 - The remaining elements of Phase 2 will be reported to Council in time for the 2008 Operating Budget and including options to maximize and prioritize service levels without increasing staffing levels.

VANCOUVER JAIL

In 1996, the Ministry of Attorney General and the City of Vancouver entered into a partnership to move the Vancouver City Jail to a new provincial facility with BC Corrections Branch. The project had tangible benefits for all parties, with the primary benefit being a better level of service to the justice system and the community.

Since the Vancouver Jail opened in 1999, several changes occurred which impacted negatively on the agreement. These changes had significant impact on the operation and efficiency of the jail and it became apparent that both parties were not satisfied with the contractual arrangement. Between 2005 and 2006 the B.C. government and the City negotiated to transfer the responsibility of the Vancouver Jail to the VPD. The Vancouver Jail (VanJail) is now fully operational with nine new officers and 41 new civilian staff.

With these major initiatives, the Vancouver Police Department has an authorized sworn strength of 1,231 (with 17 officers subject to report back) and authorized civilian strength of 368.5.

Vancouver Police Department

VANCOUVER POLICE DEPARTMENT STAFF INCREASES	2005	2006	2007
Authorised Civilian Staff (Regular Full Time and Part Time) – beginning	225	282	369
Vancouver Police Department Staffing Review	27		
– Phase I – including Civilianization Study		46	
Staffing Review of Information Management Section	26		
Independent Review of the Information Technology Section	4		
Staffing at the Vancouver Jail		41	
Annual Civilian Increases	57	87	–
Cumulative total civilian Increases		144	144
Total Authorised Civilian Staffing – ending	282	369	369
Authorised Sworn Staffing – beginning	1,124	1,174	1,214
Vancouver Police Department Staffing Review	50		
– Phase I – including Civilianization Study		31	
– Phase II – Patrol Deployment Study*			17
Staffing at the Vancouver Jail		9	
Annual Sworn Increases	50	40	17
Cumulative total Sworn Increases		90	107
Total Authorised Sworn Staffing – ending	1,174	1,214	1,231
Total FTE increase	107	127	17

* Increase conditional on the Vancouver Police Union agreeing to a series of shifting proposals that will result in a better match between officer availability and call load.

2007 GOALS

One of the key goals is to operationalize the VPD's Strategic Plan. That means allowing the Department to effectively prioritize resource allocation, identify other areas of shortfall in service delivery and effectively build business models that support the strategic objectives. This will ensure the Department uses its resources as efficiently and effectively as it can and, through effective measurement tools, assesses its success in achieving goals and objectives.

The Department's crime reduction goals for 2007 include:

1. Reduce violent crime by nine (9) per cent
2. Reduce property crime by 10 per cent
3. Reduce motor vehicle collisions with injuries by 10 per cent

Vancouver Police Department

2007 PROGRAM AND BUDGET SUMMARY

POLICE DEPARTMENT	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Office of the Chief Constable & Police Board	2,119	1,928	191	9.9
Support Services Division	43,236	44,751	(1,515)	(3.4)
Operations Division	71,543	66,130	5,413	8.2
Operations Support Division	22,014	22,782	(768)	(3.4)
Investigation Division	25,467	24,915	552	2.2
TOTAL POLICE DEPARTMENT	164,379	160,506	3,873	2.4
E-Comm & PRIME	15,094	14,592	502	3.4
Community Policing Centres ¹	1,000	750	250	33.3
Patrol Deployment Study ²	900	0	900	
TOTAL POLICING COSTS	181,373	175,848	5,525	3.1
Traffic Fine Revenue Sharing ³	(12,538)	(12,538)	0	0.0
TOTAL POLICING COSTS – TAX SUPPORTED	168,835	163,310	5,525	3.4

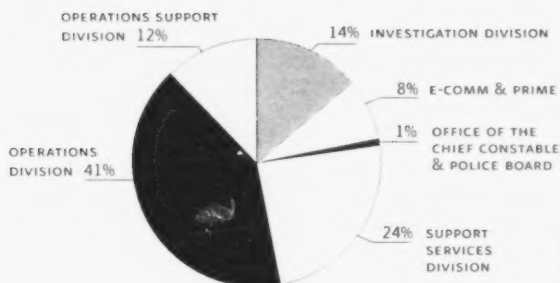
¹ \$1.00 million additional funding for Community Policing Centres is subject to further approvals by the Vancouver Police Board and Council. 2006 budget does not include \$0.15 million already included above.

² \$0.90 million additional funding for 17 sworn officers to implement Stage A1 efficiencies and one of two Stage A2 metro roving units as identified in the Vancouver Police Department Operational Review. Funding is subject to a report back from the Vancouver Police Department of the Vancouver Police Union's acceptance of the shift patterns recommended in the report.

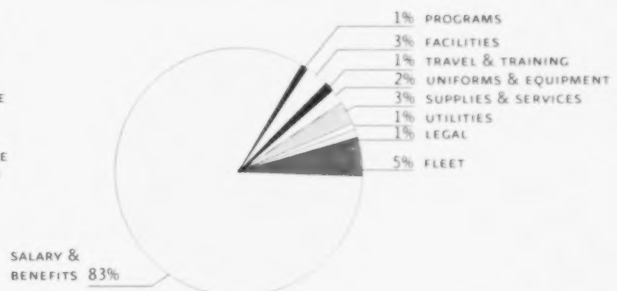
³ Traffic Fine Revenue is dealt with in the Local Government Act, and is an unconditional grant, accounted for in General Revenues, to help defray the cost of local police enforcement

BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



Vancouver Police Department

GROSS SALARY BUDGET¹	2007 (\$000's)	2006 (\$000's)	CHANGE
Civilian	323.5 fte	322.5 fte	1.0 fte
Jail Guards & Special Constables	45.0 fte	5.0 fte	40.0 fte
Sworn	1,214.0 fte	1,205.0 fte	9.0 fte
Council Approved Positions (fte) ^{2,3}	1,582.5 fte	1,532.5 fte	50.0 fte
Council Approved Position Budget	112,919	111,999	0.8%
Temp Auxiliary Budget	1,921	1,520	26.4%
Total Salary Budget	114,840	113,519	1.2%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² Excludes the addition of 17 sworn officers in 2007, as this is contingent on confirmation of the Vancouver Police Union's agreement to the change in shifting strategy or other shifting patterns that meet the operational and financial objectives outlined in the Council Report.

³ The increase of 50.0 FTE relates to the Jail Operations which received Council approval in 2006.

BUDGET DRIVERS

The 2007 Budget includes the core funding brought forward from 2006 plus:

- General inflationary increases
- Salary increases due to the increase of 46 civilian staff approved in 2006 (\$1.877 million)
- Fleet additions and operating costs to reflect the increase in sworn officers and fleet replacement (\$1.365 million)
- Increases in facilities costs to reflect increased costs in maintenance (\$0.157 million)
- Uniform and equipment budget decreases due to one-time funding provided in 2006 for increased staff (\$0.914m)
- E-Comm and PRIME levy increases due to increase in sworn officers in 2006 (\$0.492 million, outside impact)
- Other funding adjustments approved by Council during 2007 budget deliberations as outlined below

Vancouver Police Department

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancement and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

	IMPACT (\$ MILLIONS)		POSITION
	2007	2008	
FUNDING – TAXATION			
Patrol Deployment Study	\$0.90	\$1.79	170 Sworn
Between April 2006 and February 2007, the Department worked with the City to undertake a Patrol Deployment Study, as part of Phase 2 of the VPD Operational Review. In March 2007, Council approved an increase in VPD authorized strength of 17 sworn officers to implement Stage A1 efficiencies and one of two Stage A2 metro roving units as identified in Vancouver Police Department Operational Review Report. Along with requesting additional performance metrics, Council made the funding conditional on the Vancouver Police Union endorsing the shifting proposals recommended in the Patrol Deployment Study.			
TOTAL – SERVICE ENHANCEMENTS	\$0.90*	\$1.79	170

FUNDING ADJUSTMENTS

REVENUE – INCREASES

Fees – Operational Planning Unit	0.05	0.05	0.0
Increase in volume for special events and movie call-outs. Council amended this proposal by stating that the \$0.05 million budget adjustment will be achieved through expense efficiencies as opposed to impacting fees for special events and movie call outs.			
TOTAL – REVENUE ADJUSTMENTS	\$0.05	\$0.05	0.0

EXPENDITURE – REDUCTIONS

Legal Expense	0.20	0.20	0.0
Budget for legal fees reduced to reflect lower level of actual expenditures.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.20	\$0.20	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.25	\$0.25	0.0

* Note: Funding currently resides with "City-wide Expenditures" pending the positive resolution of the shifting proposal by the Vancouver Police Union.

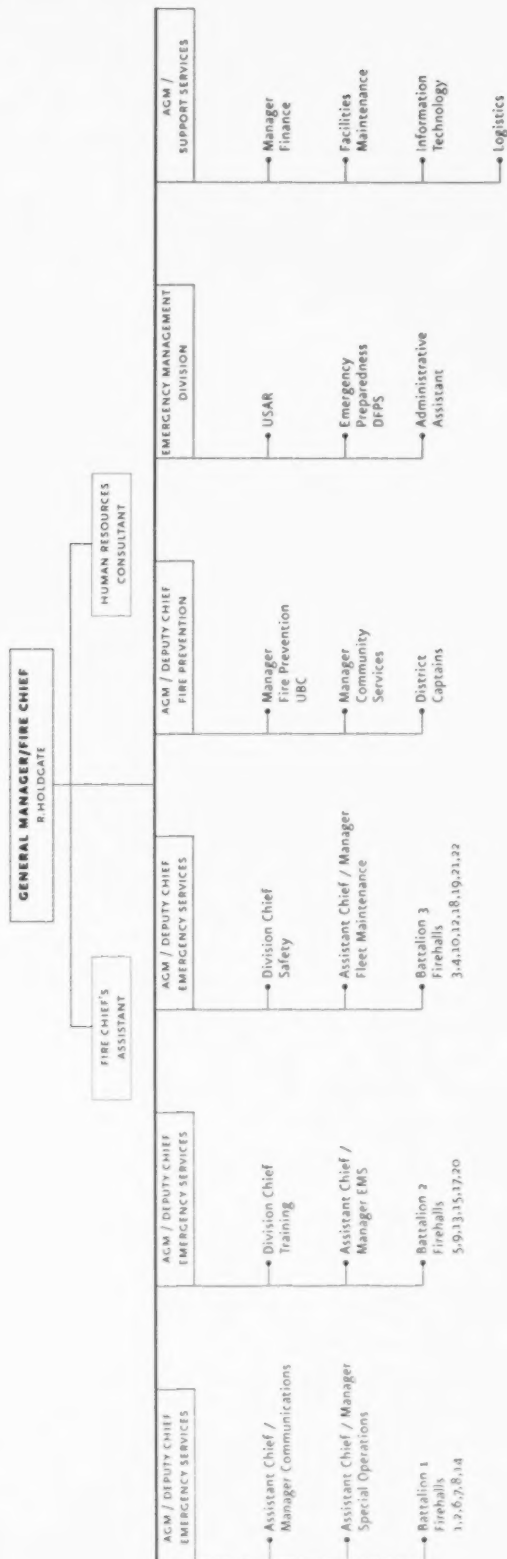
VANCOUVER POLICE DEPARTMENT

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	179,746	174,686	2.9%	175,829	175,294
Emergency Communication Centre (E-Comm)	15,094	14,592	3.4%	14,602	14,022
Less: External Revenues	(15,367)	(14,180)	8.4%	(14,263)	(16,017)
NET OPERATING EXPENDITURE	179,473	175,098	2.5%	176,168	173,299
OFFICE OF CHIEF CONSTABLE					
Office of Chief Constable	428	418	2.4%	418	432
Executive Services Section	196	201	(2.5%)	201	244
Diversity & Aboriginal Policing Section	383	204	87.7%	204	298
Public Affairs and Marketing Section	544	601	(9.5%)	601	533
TOTAL OFFICE OF CHIEF CONSTABLE	1,551	1,424	8.9%	1,424	1,507
SUPPORT SERVICES DIVISION					
D.C.C Support Services	3,287	3,233	1.7%	3,233	2,965
Information Management Section	4,381	4,159	5.3%	4,159	3,626
Planning, Research and Audit Section	951	1,011	(5.9%)	1,011	1,069
Human Resource Section	2,877	3,149	(8.6%)	3,149	2,234
Communications Section	11,481	9,149	25.5%	9,595	10,453
Information Technology Section	2,701	2,724	(0.8%)	2,724	2,513
Financial Services Section	5,352	4,796	11.6%	4,802	4,155
Facilities Section	416	743	(44.0%)	743	742
Training and Recruiting Section	4,762	8,989	(47.0%)	8,989	5,910
TOTAL SUPPORT SERVICES DIVISION	36,208	37,953	(4.6%)	38,405	33,667
OPERATIONS DIVISION					
D.C.C Operations Division	795	450	76.7%	450	856
North Command (incl District 1 & District 2)	27,527	25,019	10.0%	25,244	25,625
South Command (incl District 3 & District 4)	19,969	19,320	3.4%	19,320	18,591
Traffic Section	5,909	5,999	(1.5%)	5,999	6,262
Patrol Support Section	5,715	5,295	7.9%	6,045	7,090
TOTAL OPERATIONS PATROL DIVISION	59,915	56,083	6.8%	57,058	58,424
OPERATIONS SUPPORT DIVISION					
D.C.C Operations Support Division	547	271	101.8%	271	329
Gangs and Drugs Section	3,597	3,851	(6.6%)	3,862	3,651
Emergency and Operational Planning Section	992	1,702	(41.7%)	1,752	1,370
Criminal Intelligence Section	1,920	1,686	13.9%	1,686	1,720
Emergency Response Section	3,958	4,279	(7.5%)	4,287	4,341
Tactical Support Section	4,439	4,543	(2.3%)	4,098	4,735
Youth Services Section	2,983	2,989	(0.2%)	2,989	3,006
TOTAL OPERATIONS SUPPORT DIVISION	18,436	19,321	(4.6%)	18,945	19,152

VANCOUVER POLICE DEPARTMENT

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
INVESTIGATION DIVISION					
D.C.C. Investigation Division	2,363	2,338	1.1%	2,348	273
Major Crime Section	4,992	4,568	9.3%	4,568	7,897
Special Investigation Section	4,751	4,573	3.9%	4,575	5,021
Court And Detention Services Section	4,027	4,862	(17.2%)	4,862	3,771
Forensic Services Section	4,206	3,736	12.6%	3,743	4,362
Professional Standards Section	989	1,053	(6.1%)	1,053	1,251
TOTAL INVESTIGATION DIVISION	21,328	21,130	0.9%	21,149	22,575
FRINGE BENEFITS AND OTHER SHARED PAYROLL COSTS	26,717	24,384	9.6%	24,374	23,753
POLICE BOARD	224	211	6.2%	211	199
TOTAL POLICE	164,379	160,506	2.4%	161,566	159,277
EMERGENCY COMMUNICATION CENTRE (E-COMM)	15,094	14,592	3.4%	14,602	14,022
TOTAL POLICE DEPARTMENT	179,473	175,098	2.5%	176,168	173,299

FIRE & RESCUE SERVICES



Fire & Rescue Services

MISSION

"People who care about you"

VISION

To provide effective, comprehensive and specialty firefighting and medical services that protect the City and its residents from fire and other hazardous events.

SERVICES PROVIDED

Vancouver Fire and Rescue Services (VF&RS) has as its primary role the suppression and prevention of fires in the City of Vancouver. In 2006, operating with an on-duty staff of 133, the Fire Department responded to an estimated 42,814 calls, including 2,047 fire calls, 26,668 medical calls, 446 hazardous material alarms and 13,653 other alarms.

Although firefighting continues to be the Fire Department's core business, medical emergencies make up the majority of the Department's emergency responses. Training for medical emergencies and other specialty areas continues to expand in response to demand for these services. Highly trained teams respond to hazardous material spills, high-angle rescues, marine fires and urban search and rescue operations.

The Department is organized into six major service areas consisting of: Emergency Services, Fire Prevention, Communication, Fleet and Facilities Maintenance, Emergency Management and Support Services. Emergency Services and Fire Prevention are in turn divided into a number of divisions as follows:

Emergency Services

- Suppression
- Safety
- Special Operations (Tech Rescue)
- Training
- Emergency Medical Services

Fire Prevention

- Fire Prevention Inspections
- Community Services

SUPPRESSION

Vancouver Fire and Rescue Services has as its primary role the provision of effective fire protection of life and property to the citizens of Vancouver. This service is provided with a staff of 744 uniformed personnel, including three Deputy Fire Chiefs, operating 14 quints, ten engines, seven rescues, two HazMat trucks and two fire boats, from 20 firehalls. Also on hand are greater alarm engines and reserve apparatus so that immediate response capability is available when a truck is being serviced or when multiple alarm fires occur.

TRAINING

The Fire Department's Training Division, located at 1330 Chess Street, provides on-shift training to firefighters and officers in the areas of hazardous materials, technical rescue, fire suppression operations, marine fire fighting and fireboat training. The Training

Fire & Rescue Services

Division provides comprehensive Officer Development for Fire Officer 1 and Fire Officer 2 programs. Interested, qualified members attend these educational opportunities on their own time. Successful candidates take on leadership roles in our organization. Other areas of focus are the development of members to the Technician and Instructor levels in HazMat and Technical Rescue as well as training and orientation for new recruits. A number of programs are provided for various City of Vancouver departments, fire staff from other departments within the GVRD, and to students.

RECRUITMENT – OUTREACH DIVISION

This Division is responsible for attracting and assessing potential new VF&RS fire fighters. On average, this organization provides exciting career opportunities to forty new members annually. The nature and complexity of the work, coupled with the need to attract qualified members who represent the diversity of the many communities we serve with the City of Vancouver, makes recruiting activities an exciting challenge.

EMERGENCY MEDICAL SERVICES (EMS)

In 2003, EMS evolved from the Training Division as a separate Division. This change was caused by the ever increasing call volume of medical and rescue emergencies and the growth of internal and external courses being offered. The EMS Division continues to work closely with the Training Division to schedule EMS and auto extrication training, and to resource the EMS instructors (train-the-trainer) to firehalls and the community.

Examples of internal training and public outreach include:

- First Responder level 3
- Occupational First Aid levels 1 and 3
- Basic Trauma Life Support Training (BTLS) as an enhancement of First Aid competencies through the First Responder program
- Community Cardio Pulmonary Resuscitation (CPR) program
- Automated External Defibrillator (AED) through high schools and within the corporate community
- Infant/Child Seat Safety Technician clinics
- Blood Pressure Clinics at #18 Firehall in partnership with Pfizer and Vancouver Coastal Health
- Occupational First Aid response and training supplied to the University of B.C.

SAFETY

This Division is responsible for advancing the health and welfare of VF&RS firefighters, including ergonomic assessments of worksites and fire truck access/egress; working with Fire's Safety Committee and the City's OH&S Committee; continued monitoring of WorkSafe claims and near-miss incidents with a focus on accident investigation and injury reduction.

SPECIALTY RESPONSE TEAMS

HAZMAT TEAM

Response teams apply specialized tools and equipment to situations where spills or leaks may be dangerous to the public due to their toxicity or instability. HazMat also tests for possible chemical, biological, radioactive or nuclear (CBRN) properties.

Fire & Rescue Services

RESCUE TEAMS

Specialized response includes high-angle rescue on bridges and high rises, and also confined space rescue.

FIREBOATS

Vancouver Fire operates two (2) of five fireboats used for waterfront and marine fire-fighting. A fleet of five fireboats is maintained by Vancouver, but are cost-shared and jointly operated with regional municipal fire department partners in Burnaby, Port Moody, City of North Vancouver and District of North Vancouver.

COMMUNICATION SERVICES

The Manager of Communications Division has oversight responsibility for the VF&RS Computer Aided Dispatch (CAD) Radio System, Records Management System (RMS), wide area 800 MHz radio network and Emergency Operations Centre (EOC) systems hosted by E-Comm. The division also provides telephone, cellular phone, radio battery maintenance service for the Department and processes Freedom of Information inquiries. During 2006, the reporting structure for Fire Prevention was changed, resulting in the Fire Investigation unit moving from Fire Prevention to Communications.

EMERGENCY MANAGEMENT

The Emergency Management Division was created in late 2006 to address the expanding needs of emergency preparedness and to provide a full-time manager for the Urban Search and Rescue (USAR) team. This division is responsible for Emergency Preparedness, the VF&RS Emergency Plan, Emergency Response Team (ERT) training, Fire, and Neighborhood Emergency Preparedness. This Division also includes the Dedicated Fire Protection System (DFPS) position, which trains fire crews on the DFPS and the use of high-pressure hydrants and Vancouver valves (PRV's).

The Urban Search and Rescue team is comprised of members representing a cross-section of City departments and the B.C. Ambulance Service trained in building collapse and confined space rescue techniques. The team is also capable of water and swift water rescue, trench rescue, chemical-biological decontamination, confined space standby and rescue, high-angle rescue, heavy lift and heavy extrication. The team is completely self-sufficient for equipment, camp facilities and communications, and is fully deployable locally, nationally or internationally in six hours or less.

As of January 1, 2007, the Manager of the USAR team was formally transferred from Engineering to the Emergency Management Division as the manager, and now reports directly to the Fire Chief.

SUPPORT SERVICES

A staff of 13 provides administrative support for the Fire Chief, Deputies, Division Chiefs and Departmental Managers, including front reception, budget and accounting, payroll, attendance and purchasing/stores services. Five staff members provide direct services to Fire Prevention, Training Centre, Recruitment and the EMS Division. In 2007, the responsibility for purchasing and maintaining all personal protective equipment, station wear and firehall supplies was moved from Safety to Support Services.

Fire & Rescue Services

FIRE PREVENTION

The Fire Prevention Division — in addition to regular fire inspections and plan checking responsibilities — provides various revenue generating services that include: a variety of permits issued; special event permits; sale of Vancouver Fire By-law; Special Inspections; Fire Safety Plan Review, Lock Box Program; and occupant load calculations and order searches. Additional resources are required to deal with problem buildings to ensure compliance with the Fire By-law, and are prosecuted through the City Prosecutor's Office. The Division also works as part of the Grow Busters Team that shuts down marijuana grow operations. In addition, it provides fire extinguisher training and public education in fire prevention.

COMMUNITY SERVICES

Community Services delivers fire and safety education to the public, pre-fire planning for the major buildings in Vancouver and, to the fire crews, emergency preparedness initiatives and dedicated fire protection system training. The Community Services Division works closely with other City departments and provides information and training to the public through courses, training and community fairs. Some examples of services provided include:

- Pre-Fire Planning: Lock Box program, recording department events, incidents and training; providing graphics and photography
- Public Education: Fire Safety House, public education, public relations, media relations, juvenile fire-setter interventions, Car Seat Program

FLEET AND FACILITIES MAINTENANCE

The Fleet Maintenance shop repairs and maintains the departmental fleet of 128 vehicles, fireboats and related fire equipment. Apparatus maintenance includes: non-destructive testing of all aerial ladders; 50 fire pump service tests; maintenance on five fireboats; portable pump maintenance; 10,000 per square inch high-pressure hydraulic equipment repairs; ground ladder testing and repairs; and, maintenance and repairs on all small equipment and tools. Yearly scheduled maintenance and testing includes mandated Commercial Transport Inspections of heavy apparatus.

The core responsibility of the Facilities Maintenance Manager is to ensure that the 20 firehalls and two department facilities are kept fully operational at all times by providing needed repairs to ramps and roofs, and overseeing major renovations to building interiors, such as the renovation of aging kitchens. This position also assists with the development and construction of new firehalls.

E-COMM LEVIES

E-Comm, a non-profit organization, provides contracted emergency communications services to a number of local government agencies in the Lower Mainland, including Vancouver Fire and Rescue Services. Services provided to the VF&RS include radio services through a wide-area network system, emergency dispatch services, and a Computer Aided Dispatch (CAD) system. Beginning in 2007, levies paid to E-Comm will also cover Fire's share of the financing costs of a new Records Management System and a new CAD system.

Fire & Rescue Services

STRATEGIC DIRECTION

- To provide timely response, modern firefighting equipment and well-trained firefighters to extinguish fires
- To provide timely response and well-trained firefighters to requests for assistance in Emergency Medical Response
- To provide the services of Specialty Response Teams in: hazardous material spills, high-angle rescues, urban search and rescue responses, marine firefighting and confined space rescues
- To reduce fire injuries, deaths and property damage through public education and awareness programs and premise/property inspections
- To promote emergency preparedness for individuals and businesses

2007 GOALS

- Ensure fire losses and fire deaths per capita are minimized — there were seven fire deaths reported in 2006
- Continue recruiting policies so that the workforce represents the diversity of people within the City of Vancouver
- Working with E-Comm and other participating Fire Departments to complete the implementation of a new Records Management System, to implement the new Computer Aided Dispatch software that will replace the current Altaris CAD system, and to install vehicular repeaters in all emergency response vehicles and trucks for improved communications.

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Emergency medical services: explore a future partnership with the B.C. government for Emergency Medical Response, with the potential for cost-sharing
- Construction of a new Firehall # 15, as approved in the recent 2006 – 2008 Capital Plan
- The City of Vancouver maintains the only Urban Search and Rescue Team in Western Canada. The Government of Canada may provide Joint Emergency Preparedness funds to the City of Vancouver in order to provide facilities and land for a training site and enhanced training for team members. This site and the expertise developed by the USAR team could be used to raise additional revenue by training new team members from other areas

CHALLENGES

- Firefighting capacity: Fire and Rescue is continuing to provide current levels of Firefighting Services with limited resources to a growing population and additional buildings. Continued reductions to the Fire Department's base budget may restrict the ability of the operations division of the Fire Department to maintain its current service level. These reductions may result in over-expenditures in some budget areas

Fire & Rescue Services

- Firefighters have been involved as Medical First Responders since the inception of the First Responders program in 1991. Increased medical call volumes have resulted in higher Departmental costs; however, the level of training has advanced, leading to improved patient outcomes
- Fire prevention staff to meet with other City of Vancouver departments and the Downtown Eastside Residents Association, to continue improving the Fire and Life safety standards in many identified buildings
- Participating with a Fire Services committee for the 2010 Olympic and Paralympic Winter Games
- Continue planning for the traffic impacts during construction of the Canada Rapid Transit Line
- Implementing the new records management system in Fire Prevention and assisting the fire crews with implementing the new system for inspections
- Emergency preparedness, including preparations for a potential flu pandemic
- In-service scheduling of 18 replacement apparatus units over the next 12 months or so, requiring outfitting and training; 49 new extrication tools and equipment have also been recently installed
- Planning for the replacement of all Self Contained Breathing Apparatus units and ancillary equipment will continue in 2007 with an expected report to Council with recommendations in late 2007

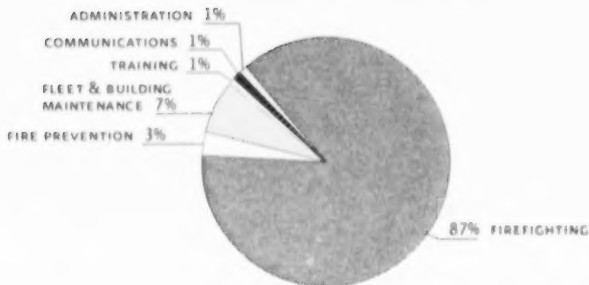
2007 PROGRAM AND BUDGET SUMMARY

	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
FIRE AND RESCUE SERVICES				
Administration	935	910	25	2.7
Firefighting	66,981	66,231	750	1.1
Fire Prevention	2,231	2,213	18	0.8
Maintenance	5,668	4,590	1,078	23.5
Communications	577	727	(170)	(23.4)
Training	977	970	7	0.7
SUBTOTAL	77,349	75,641	1,708	2.3
E-Comm	3,490	3,175	315	9.9
TOTAL FIRE AND RESCUE SERVICES	80,839	78,816	2,023	2.6

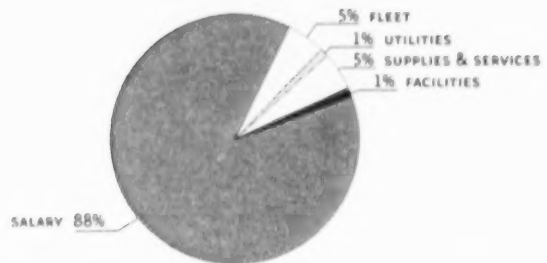
Fire & Rescue Services

BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Form 3	818 fte	820 fte	-2 fte
Council Approved Changes	1 fte	-2 fte	3 fte
Council Approved Positions (fte) ²	819 fte	818 fte	1 fte
Council Approved Position Budget	57,878	57,252	1.1%
Temp / Auxiliary Budget	40	52	(23.1)%
Total Salary Budget	57,918	57,304	1.1%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

ADMINISTRATION

- Annualized salary increase related to wage settlements from prior years

FIREFIGHTING

- Annualized salary increase related to wage settlements from prior years
- Additional funding provided for contractual dry cleaning of uniforms
- Higher turnover allocation and gross/net top-up salary savings as part of the 2007 funding adjustments

FIRE PREVENTION

- Annualized salary increase related to wage settlements from prior years

FLEET AND FACILITIES MAINTENANCE

- Annualized salary increase related to wage settlements from prior years
- Increased loan repayment to the Plant Account based on 18 apparatus to be brought in service in 2007

COMMUNICATIONS

- Annualized salary increase related to wage settlements from prior years

Fire & Rescue Services

- Removed one-time implementation budget for new internal Records Management System
- Additional funding provided for equipment maintenance and battery replacement
- Installation of vehicle repeaters (one-time) and ongoing maintenance for improved communications

TRAINING

- Annualized salary increase related to wage settlements from prior years

E-COMM

- Levy change for impact of new Records Management System, new CAD system and the installation of vehicular repeater (user-specific) equipment to be financed by E-Comm

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancement and funding adjustments approved by Council during the budget deliberations.

SERVICE ENHANCEMENT

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
FUNDING – TAXATION			
Vehicular Repeaters	0.18	0.16	0.0
Purchase, installation and maintenance of vehicular repeaters to improve in-building radio coverage and to enhance two-way communications at fire scenes. Purchase to be funded through E-Comm and charged back through the annual levy beginning in 2007.			
TOTAL – SERVICE ENHANCEMENT	\$0.18	\$0.16	0.0

FUNDING ADJUSTMENTS

REVENUE – INCREASES

Salary Recoveries – Local 18 and WCB	0.06	0.06	0.0
When an employee is sick, injured on the job or involved in a motor vehicle accident, the City would be reimbursed by external agencies (such as Local 18, WorkSafe BC, ICBC) for eligible work days lost. Budget for salary recoveries increased based on actual experience.			
TOTAL – REVENUE ADJUSTMENTS	\$0.06	\$0.06	0.0

EXPENDITURE – REDUCTIONS

Pension Buybacks – Employer's Share	\$0.04	\$0.00	0.0
An option to purchase back the first six months of service prior to April 2002 is being phased out by the Pension Corporation and will end on March 31, 2007.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.10	\$0.06	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.10	\$0.06	0.0

FIRE & RESCUE SERVICES

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditures (Gross)	83,907	82,087	2.2%	82,174	81,751
Emergency Communication Centre (E-Comm)	3,490	3,175	9.9%	3,175	2,486
Less: University Endowment Land Recovery	(4,656)	(4,569)	1.9%	(4,569)	(4,696)
Other Revenue and Recoveries	(1,902)	(1,877)	1.3%	(1,878)	(2,246)
NET OPERATING EXPENDITURE	80,839	78,816	2.6%	78,902	77,295
OFFICE OF THE FIRE CHIEF	441	427	3.3%	427	436
FIRE HALLS	65,188	64,589	0.9%	64,582	63,453
RESCUE AND SAFETY	507	466	8.8%	466	588
MARINE FIREFIGHTING					
Operating Costs	511	498	2.6%	498	498
External Revenue	(511)	(498)	2.6%	(498)	(498)
OPERATIONS (Special Teams, EMS, Emerg Prep, USAR)	845	749	12.8%	756	693
TRAINING	977	970	0.7%	970	967
FIRE PREVENTION	2,231	2,213	0.8%	2,213	2,103
FINANCE AND ADMINISTRATION	843	821	2.7%	870	893
FLEET MAINTENANCE	4,725	3,677	28.5%	3,677	3,686
BUILDING MAINTENANCE	943	913	3.3%	950	1,092
COMMUNICATIONS	557	727	(23.4%)	727	823
PLANNING AND RESEARCH	92	89	3.4%	89	75
TOTAL FIRE AND RESCUE SERVICES (BEFORE E-COMM)	77,349	75,641	2.3%	75,727	74,809
EMERGENCY COMMUNICATION CENTRE (E-COMM)	3,490	3,175	9.9%	3,175	2,487
TOTAL FIRE AND RESCUE SERVICES	80,839	78,816	2.6%	78,902	77,296

BOARD OF PARKS & RECREATION



Board of Parks & Recreation

MISSION

To provide, preserve and advocate for parks and recreation services to benefit people, communities and the environment.

MANDATE

The residents of Vancouver elect seven Board members, whose role is to:

- Provide and maintain parks and open spaces
- Provide and maintain recreation, service and park facilities
- Provide leisure programs and services

The authorities, responsibilities and functions of the Board of Parks and Recreation are outlined in the *Vancouver Charter*, under sections 485-495.

SERVICES PROVIDED

The Vancouver Board of Parks and Recreation (Park Board) is organized into five divisions. Three divisions are geographic districts that are responsible for the recreation and parks operations in their area – Stanley, Queen Elizabeth and Vancouver East. Two divisions provide support across the organization: Corporate Services includes accounting, finance, information technology, communications, fundraising and development, human resources, occupational health and safety and purchasing; Planning and Operations includes planning research, park land acquisition, facilities and park design, development and major maintenance. This decentralized approach allows the Park Board to be efficient in its operations and more responsive to the expectations and service needs of the public. The Park Board has a core staff of 970, which swells to 2,500 during the peak summer months.

PARKS

The Board of Parks and Recreation maintains an integrated network of 220 parks, and numerous sport fields, playgrounds and beaches that make up 11 per cent of the City's land mass. This includes the three destination parks: Stanley Park, Queen Elizabeth Park and VanDusen Botanical Gardens. Not including Stanley Park, which bore the brunt of the damage, the severe storms over the 2006/2007 winter destroyed over 230 mature park trees with hundreds more damaged. VanDusen Botanical Gardens also lost approximately 129 trees and many more shrubs, including rare and unusual specimens. In Stanley Park, recent assessments suggest that more than 10,000 trees were lost.

COMMUNITY CENTRES

There are 23 community centres connecting neighbourhoods in Vancouver – one within 3.5 km of every resident's doorstep. More than 6.5 million visits are made to these facilities annually. The Park Board provides facilities with support from community associations and, in partnership with the 20 community centre associations, organizes and facilitates recreation programs to meet neighbourhood needs.

Board of Parks & Recreation

SWIMMING POOLS

Eight indoor pools offer leisure swimming, lane swimming and instructional programs. Six outdoor pools offer lane swimming and family recreation during the summer months. In 2006, almost 2.1 million visits to pools were recorded.

ICE RINKS

Eight facilities offer family, parent and tot, teen, seniors and adult skating, as well as Cosom and drop-in hockey, with almost 800,000 visits recorded in 2006.

FITNESS CENTRES

Fourteen (14) fitness centres are operated in Board facilities, with almost 725,000 visitors annually.

OTHER STRUCTURES AND FACILITIES

The Park Board has an additional 180 facilities including marinas, golf courses, pitch and putts, a farmyard, concessions, field and clubhouses, and works yards. Annually, almost 200,000 rounds of golf are played on three full-size courses and another 100,000 on the three pitch and putts. In total, the Park Board maintains over 40 acres of enclosed space.

STREET TREES

There are over 130,000 street trees throughout the city that are maintained by the Park Board, many of which are grown at the Park Board's own tree nursery. In the past decade, the Park Board has planted almost 40,000 new street trees. The combined severe snow and windstorms of the 2006/2007 winter season resulted in the destruction of almost 1,000 street trees and damaged another estimated 3,000 street trees.

STRATEGIC DIRECTION

The Park Board Commissioners set priorities in their first year of office and identified important initiatives in addition to existing commitments and work plans of staff. These priorities, along with the five-year Strategic Plan, will assist the Park Board to stay relevant, manage its resources wisely and deliver on its mission through 2010. The priorities include:

- Increasing physical activity
- Accelerating the artificial turf capital program
- Increasing and improving the Board's public consultation
- Developing new, creative and responsible ways to augment Park Board revenues
- Accelerating long-term infrastructure renewal
- Maximizing opportunities from Olympic legacies
- Increasing the sense of safety within Park Board facilities
- Increase the Board's commitment to sustainability
- Make arts and culture an important part of everyday life
- Develop internal resources

Board of Parks & Recreation

2007 GOALS

In addition to the above strategic priorities, the Board has a newly emerged priority, namely the restoration of Stanley Park.

RESTORATION OF STANLEY PARK

One of the major goals for the Park Board in 2007 is beginning the restoration of Stanley Park. Staff have drafted a plan that lays out 14 major activities vital to the park's recovery. The bulk of the restoration work will be completed within one year, at an estimated cost of \$9 million. The goals of the plan include fostering a resilient coastal forest with a diversity of native tree and other species and habitats, that uses methods and equipment that protects the environment, park visitors and workers; repairing the park's infrastructure so that park activities can resume as quickly as possible; and, creating legacies that will support the forest and this natural and cultural resource in the long term.

PHYSICAL ACTIVITY

"Increase participation rates in physical activities, especially in sports..."

As leaders in the promotion and pursuit of active living, the Park Board provides opportunities and access to keep citizens well and healthy. New programs and partnerships in 2006 that supported this goal include:

- The Active Communities Vancouver program was launched with \$100,000 annual funding. The new initiative features Step Out walks, community events and a website to inspire and encourage residents to take up the challenge to be one of the fittest, healthiest cities to ever host an Olympic and Paralympic Winter Games, by becoming 20% more active by 2010
- The Get Out! youth strategy, which promotes activity in and support funding for sports, recreation and the arts, continued with more than 3,500 youth participating since the program's launch
- Began development of a comprehensive Sport Strategy to guide infrastructure, programming and support for sporting events in Vancouver
- The Park Board continued to partner with Hosting BC to take advantage of sport tourism opportunities and benefits up to 2010
- MoreSports, which provides inner city recreation and sport development, joined a new partnership with Sport BC to help ensure its sustainability

Enhancements to Park Board activities and programs included:

- Rollout of the online registration system for recreation programs to all participating community centres, allowing residents to register from their home computers
- Online golf bookings grew to represent half of all reservations made, giving golfers faster and more convenient tee time options
- Go Play!, the city-wide recreation marketing campaign, was expanded to encourage participation, promote attendance and increase revenues at neighbourhood rinks, pool and fitness centres
- New communication strategies helped reach a wider and more diverse audience with information about Park Board programs:
 - for the first time the Annual Report was published in both English and Chinese

Board of Parks & Recreation

- new advertising and editorial relationships were formed with the ethnic media
- the Leisure Guide was published twice in 2006, up from once annually, to keep residents up to date on seasonal activities
- visits to the public website www.vancouverparks.ca were 60% higher than the previous year, with users responding to the continuous improvements in design and content about recreation and park services and programs

ARTIFICIAL TURF FIELDS

"Accelerate the artificial turf capital program and expand plan for playing fields..."

To add capacity for the growing number of field sport users, the Park Board has a long term plan and capital funding for a total of six additional artificial turf sport fields by 2011.

In 2006, thanks to collaboration between the Park Board and the Vancouver School Board, a new artificial turf field was opened at Point Grey Secondary School/Kerrisdale Park. A second field was approved for development at Vancouver Technical Secondary School in East Vancouver. In addition, the Board gave direction for consultation and design of the Trillium park site for sport and recreation uses, and for development of a turf replacement plan for downtown's Andy Livingstone Park.

PUBLIC CONSULTATION

"Develop better strategies and techniques to involve the public, as a cornerstone of decision making..."

The Park Board listens to and actively seeks the ideas of partners, stakeholders, employees and the public. Public meetings, open houses and workshops are opportunities to have dialogue directly to share information, build consensus, reduce conflicts, and plan together for the future.

Examples of this commitment to public consultation in 2006 include:

- Establishment of a new citizen-based Dog Strategy Task Force to make recommendations around urban dogs and come up with a strategy to balance the needs of all park users. The group's work will include identification of and research on the issues, and development of rules and practices to reach solutions on shared space in City parks.
- The number of community board meetings was expanded from six to eight (or 40 per cent of all regular meetings) to help bring decision making closer to neighborhoods and to make it easier for residents to attend. Additional community board meetings are planned for 2007.
- Significant input and review by residents helped guide a number of park development projects, such as Nelson Park, China Creek, 37th and Oak, and Olympic venues.
- Citizens were invited to learn about programs and services, share priorities and provide feedback to the 2006 Operating Budget by way of budget information packages at community centres and on the Park Board website.
- Progress began on implementation of new agreements with Community Associations to deliver recreation programs at Park Board facilities; a joint steering committee was formed to develop tools and resources around core services, administration, human resources and policy and program measures.

Board of Parks & Recreation

ENTERPRISE FINANCING

"Develop new, creative and responsible ways to develop additional revenues to augment Park Board core business, provide better service and meet future needs..."

Keeping budgets under control and facilities operating efficiently are priorities. The Park Board is committed to maximizing available funds, exploring new funding sources and demonstrating financial accountability.

The 2006 net Operating Budget was \$54.5 million. Revenues met or exceeded budget in all areas except golf and indoor pools, an improvement over 2005 when there were shortfalls in golf, concessions, parking, leases and Bloedel Conservatory. While the Board was able to generate additional revenue, it also exceeded its expense budget with the net result being a \$247,500 deficit. The Board's deficit (0.5 per cent of budget) is attributed to costs stemming from the snow and windstorms in November and December, which resulted in the temporary closure of both VanDusen Garden and Stanley Parks, and damage to many street trees. The full financial effect of these storms is still being felt, as clean-up, planning and restoration work continue. Staff were able to minimize the deficit but there was no room to absorb these unforeseeable costs late in the year. Given the circumstances the City agreed to absorb the additional operating costs. The goal for 2007 is to continue improving efficiencies and ensure the Park Board works within its operating budget.

Some examples of new or innovative funding or cost saving initiatives from 2006 include:

- A new strategy was developed for a more entrepreneurial approach to food concessions in parks, providing better financial returns and rebuilding aging infrastructure.
- A new corporate sponsorship contract was awarded to Coca-Cola and will provide funding for programs and projects, plus marketing funds and product support over 10 years.
- Additional marketing initiatives at the three major golf courses improved service and revenues; at year-end, a consultant was engaged to develop longer-term strategies to market golf course operations.
- To add stability to finances and increase opportunities for resident participation, the fundraising and development program raised more than \$1 million through donations from individuals, corporations and other initiatives.

INFRASTRUCTURE RENEWAL

"Pursue options to accelerate long term reinvestment in aging system..."

The Park Board has made a commitment to meet the needs of the community, keep pace with population growth and stay in tune with changing demographics.

In 2006, Capital Budget expenditures totaled \$17.3 million. Capital projects usually span several years, so the spending in any one-year does not necessarily reflect the total cost of a project. The reconstruction of the new Sunset Community Centre, which is still underway, accounted for \$6.6 million or more than 1/3 of funds spent. Other large projects included the upgrade at Queen Elizabeth Park Plaza (\$2.8 million), the design for replacement of the Percy Norman Pool (\$0.7 million) and major maintenance of other facilities (\$1.8 million).

Board of Parks & Recreation

OLYMPIC LEGACY PLANNING

"Maximize opportunities around the 2010 Winter Games..."

There will be unique opportunities out of the City's involvement in the Vancouver 2010 Olympic and Paralympic Games. Tangible legacies include new recreation facilities, increased tourism and a body of trained volunteers. Intangible legacies include a chance to foster civic pride and a greater sense of community.

Planning to welcome the 2010 Winter Games continues at a rapid pace. In the face of rapidly escalating construction costs, a funding strategy was developed with the City to allow the three Park Board Olympic capital projects to proceed: the competition curling venue at Hillcrest Park, which will be converted into a multi-purpose recreation complex after the Games, and replacement ice arenas at Trout Lake and Killarney. The venues will be used by athletes for the duration of the Olympic and Paralympic Games events, then by residents over their remaining life. The venues represent a significant acceleration in the Park Board's infrastructure renewal plans, with residents gaining six recreational facilities overall – three new ice rinks, one community centre, one leisure pool and one new curling club, as well as a branch library – all currently in buildings that are at the end of their lifecycles.

Through VANOC's contribution, the Park Board can offset a significant portion of the costs of the Olympic legacy facilities. The Park Board's share is 59 per cent (\$62m) of the \$105 million facility renewal, with VANOC contributing 41 per cent (\$43m). In addition to budget issues, other challenges were addressed during the year related to the planning, public consultation and information, and designs for these Olympic projects. The Park Board participated in the first of a series of annual 2010 countdown celebration weeks, with free skating sessions at ice rinks and ceremonial lighting of the iconic Inukshuk sculpture on English Bay.

SAFER PARKS

"Pursue strategies to increase the sense of safety within parks..."

The safety of patrons in Vancouver parks and at recreation facilities is of paramount concern to the Park Board.

A range of initiatives continued in 2006 to help enhance the experience of patrons in parks and at recreation facilities and to reduce safety concerns.

- Park Rangers were on duty, principally over the busy summer months, in major parks to provide information and help to visitors and encourage compliance with rules and by-laws. Acting as park ambassadors, they worked closely with partners to patrol, monitor and report incidents.
- Staff continued to apply Crime Prevention through Environmental Design (CPTED) principles in all facilities and parks under development via such measures as programming spaces, pathways, entrance points, lighting, lines of sight, social zones, removal of shrubs, signage and identification. CPTED was a major component of the Nelson Park renewal plans developed with the community last year.

Board of Parks & Recreation

- The Park Board was again an active participant in the City-wide committee on homelessness, working with the City's inter-agency group to support and assist individuals and encampments in parks and around facilities.
- A review of safety, crime and emergency response in parks was conducted in 2006, specifically addressing current practices, public perceptions, potential capital investments, maintenance improvements, policy matters and enforcement issues.
- Direction from the Board included developing awareness programs for the public and staff, reviewing way finding to support emergency response, formalizing a relationship with the police to annually monitor crime trends in representative parks, and design interventions to increase a sense of safety in neighbourhood parks.

SUSTAINABILITY

"Develop policies and practices to achieve environmental objectives..."

The Park Board's commitment to sustainability and environmental leadership continued through a variety of conservation measures, alternative energies and technologies, advocacy for more natural landscapes and promotion of urban ecology.

- A new by-law was launched, in conjunction with the City and Vancouver Coastal Health, which restricts the use of chemicals on private property. This regulation mirrors existing integrated pest management practices in place for decades in City parks and gardens.
- As part of the Grow Natural program, the Park Board offered information and products to help residents control chafer beetle infestation.
- A comprehensive management and stewardship plan was developed with the Stanley Park Ecology Society for the sizeable Stanley Park heron colony. It identified guidelines for protection and habitat enhancement of the threatened birds.
- High environmental performance standards (LEED Gold level) were integrated into the 'green building' designs of the Olympic curling venue and legacy facilities at Hillcrest Park, as well as the new Sunset Community Centre and #1 Kingsway civic centre project.
- The Park Board celebrated Earth Day in Everett Crowley Park with tree plantings and other activities with 2,000 community volunteers and neighbourhood partners.
- The second Upfront Gardens contest, co-sponsored with the Garden Club of Vancouver, recognized excellent front gardens of residents. The Park Board continued to pursue a more sustainable approach to doing business.
- The Ethical Purchasing Policy was amended in 2006 to allow staff more flexibility to operate cost effectively and offer a variety of products to customers. Certified fair trade products available at Park Board facilities included coffee, sugar, hot chocolate and chocolate bars.
- Initiatives to lower energy consumption included the installation of a heat recovery system at Templeton Pool (which will reduce energy consumption for the ventilation system by up to 40 per cent) and choice of light emitting diode (LED) lights for the holiday light display at Bidwell (which consume 87 per cent less electricity).
- The new culvert built across the #1 fairway at Fraserview Golf Course incorporated a retention pond as part of future plans to harvest water for irrigation.
- Staff began compiling a comprehensive inventory of natural areas in parks encompassing such features as ravines, woodlands, streams, creeks, lakes and marshes; this initiative will direct and inform acquisition, restoration and conservation of such areas.

Board of Parks & Recreation

THE ARTS

"Make arts and culture an important part of every day life..."

The arts provide opportunities for people to share experiences and cultures, learn new skills and create community connections. Activities in 2006 included:

- Continued promotion of the arts through public art installations, ("Khenko" in George Wainborn park, "Time Top" in Cooper's Park, "Rest and Read" stories by seniors affixed to park benches in Jericho and Charleston parks);
- Artists-in-residence, (Marpole-Oakridge, Kitsilano, False Creek, Strathcona, Renfrew and Britannia Community Centres); and
- Other public events (display kits at neighbourhood facilities for Lunar New Year, National Aboriginal Day, Diwali, Chanukah and Pride Week, 13 free Sunday afternoon musical performances at Haywood Bandstand, 34 evenings of free dance instruction through Dance at Dusk in Stanley Park and 14 aboriginal film screenings and discussions hosted at community centres).

DEVELOPMENT OF INTERNAL RESOURCES

"Recognize that staff is the greatest resource..."

The Park Board strives to build an organization that supports creativity, continual learning and innovative ideas. In 2006, a high priority was placed on improving the quality of life at work.

- Technical, professional development and other job-related training opportunities were provided for staff throughout the year. A wide range of courses were taken by front-line workers and management through the extensive City Learn program, in-service sessions, and other workshops, conferences and seminars.
- Half-day employee orientations were provided for 50 new employees to share the Park Board's vision and values. Sessions included history, current issues, and employee roles and responsibilities.
- The Occupational Health and Safety program continued to contribute to the reduction of injuries to staff and corresponding lost time: in the last six years, significant gains have been made to provide a safer, healthier workplace.

Board of Parks & Recreation

MEETING FUTURE CHALLENGES

In 2006, capital expenditures totaled \$17.3 million (capital projects usually span several years, so the spending in any one year does not necessarily reflect the total cost of a project). Major work in 2006 included the new Sunset Community Centre, the upgrade at Queen Elizabeth Park Plaza, the design for the replacement of the Percy Norman Pool and major maintenance of other facilities. In 2007, the plan for renewal of our parks and facilities and development for the 2010 Olympics includes the following:

PARKS

- Park upgrades at Oppenheimer, Tecumseh and Sunset Parks
- Design concept plan for Mount Pleasant Park
- New playground at Ceperley Park, dedicated to the memory of Air India Flight 182
- Playground upgrades at Kitsilano, MacLean, Bobolink and Oak Parks
- Synthetic turf field installation at Trillium Park Site
- Master Plan for Renfrew Community Park and Renfrew Ravine Park
- Continued street tree restocking

FACILITIES

- Start construction of Olympic Legacy Facilities: Trout Lake and Killarney ice rinks; Riley Hillcrest Curling Venue and Percy Norman Aquatic Centre
- Interior and exterior improvements for Nat Bailey Stadium
- Computer system upgrades to the Park Board Tee time booking system
- Renovations and upgrades at Marpole/Oakridge, Kitsilano
- Water conservation initiatives
- Various basic facility maintenance work, including roof work, painting, floor replacement, irrigation, asbestos abatement and boiler replacement projects at rinks, pools, community centres and other Board facilities

LONG RANGE CAPITAL PLANNING

- VanDusen Garden renewal design work and construction drawings
- Sustainability issues:
 - Habitat, natural areas and stream studies, waterfront study
 - Energy conservation and water reduction initiatives
 - Allocation for and purchase of land for parks
 - Increase street tree stocking levels

Board of Parks & Recreation

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Establishing and implementing business plans for our facilities and services to best use our limited resources:
 - Targeted golf and recreation program marketing
 - Aquatic and rink strategies
 - Food services strategies
- Fleet management: using new ideas to save costs (own vs. rent, smaller vehicles for energy conservation, reduce idling time, etc.)
- Sustainability: ensuring we manage our current facilities most effectively and planning for future growth in a sustainable manner
- Partnerships: building and maintaining partnerships, alliances and joint ventures with stakeholders and groups such as Park Partners, community associations (e.g. VanDusen, Dr. Sun Yat-Sen) and inter-governmental associations
- Taking advantage of new technologies (e.g. website, online program registration) to conveniently and efficiently offer services and information to our stakeholders
- Maximizing the benefit of public and government generosity in determining and implementing the restoration plan for Stanley Park

CHALLENGES

- Increasing demands for service
 - increasing population and densification
 - increasing use of facilities
 - increasing cultural and language diversity among our customers
 - competing uses of green space
 - arts and culture, programming in parks, special events
- Changing environment
 - health (West Nile Virus)
 - increasingly widespread homelessness, urban camping and vandalism
 - climate change (fire hazards, water shortages, storm damage)
- Changing park stewardship role and increasing public environmental awareness
 - pesticide use reduction on private property
 - reducing garbage/increasing recycling
 - sustainability (water/sewer, natural gas, fuel for fleet)
- Park and Facility development
 - Olympic facilities
 - infrastructure renewal
 - increasing construction costs and delays due to competing demands for services
- Revenue instability
 - weather effect (i.e. golf, concessions, outdoor pools)
 - market trends in facility usage (e.g. golf, marinas)
 - aging facilities ability to appropriately serve customers
 - local economy and tourism (impacts from lower US dollar and fuel price increases)
- Increased costs
 - vehicles and utilities: increased fuel charges
 - construction cost escalation and delays due to local demand
 - security (park rangers, anti-graffiti, employee health and safety)

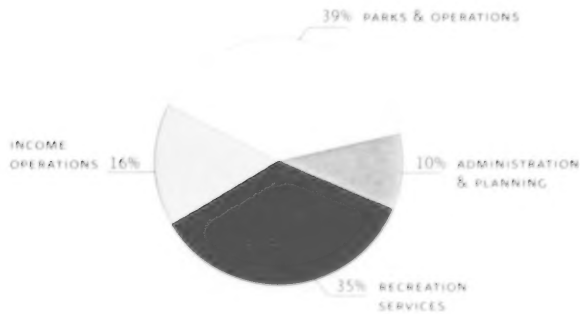
Board of Parks & Recreation

2007 PROGRAM AND BUDGET SUMMARY

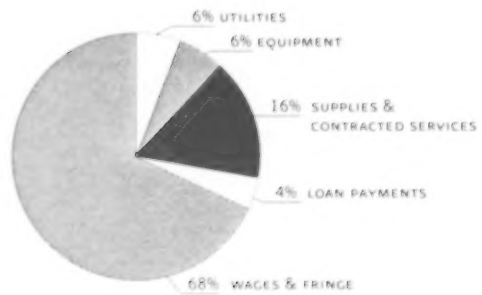
PARKS	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Administration & Planning	9,184	9,030	154	1.7
Recreation Services	31,687	31,289	398	1.3
Income Operations	14,370	14,813	(443)	(3.0)
Parks & Operations	36,531	34,129	2,402	7.0
GROSS EXPENDITURES	\$91,772	\$89,261	\$2,511	2.8
Revenues	(36,258)	(34,752)	(1,506)	4.3
TOTAL PARKS	\$55,514	\$54,509	\$1,005	1.8

BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Board Approved Positions (fte) ²	451.1 fte	450.0 fte	1.1 fte
Board Approved Position Budget	22,967	22,760	0.9%
Outside / Temp / Auxiliary Budget	27,048	26,620	1.6
Total Salary Budget	50,015	49,380	1.3%

Of the 2,500 staff employed during the summer peak, approximately 1,500 are temporary full time or auxiliary staff.

¹ - Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime and shift differential).

² fte refers to Full-Time Equivalency. For the Park Board, this number does not include the 300 CUPE 1004 Regular Full-time staff.

Board of Parks & Recreation

BUDGET DRIVERS

The majority of the changes to the budget base relate to:

- Inflation adjustments
- Added Basic (net operating costs for Council/Board approved capital projects such as park development at Yaletown and Osler Parks, Point Grey Artificial Field, Queen Elizabeth Park Reservoir, various park site furnishings and amenities, street trees and Sunset Community Centre). This also includes one-year funding for revenue relief at Queen Elizabeth Park for Canada Line Construction disruption.
- New Council programs for 2007: Active Communities Initiative (on-going) and Vancouver Sports Strategy (one-time).

Unique impacts to Park Board are:

- Park Board prepares its budget using the Global Budget Methodology in which City Council approves the maximum funding level of the operating budget each year, and the Board allocates funding to services and programs within the approved budget. New initiatives are funded from user fees, which are shared on a net basis with the City (1/3 City, 2/3 Park Board)
- Almost 40 per cent of the Park Board budget is derived from revenues (e.g. user fees) and is subject to external factors beyond the Board's control such as market conditions, weather, aging facilities, tourism, usage trends and local economic and social issues. As well, labour costs comprise 68 per cent of the Board's gross budget, or 112 per cent of the net budget (and 92 per cent of these costs are for unionized staff). As a result of these issues, the Board must actively monitor and manage its resources in response to emerging issues, in order to provide services within its net allotment of funding from the City.

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the service enhancement approved by Council during the budget deliberations.

SERVICE ENHANCEMENTS

SERVICE ENHANCEMENTS	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
FUNDING – TAXATION			
Vancouver Sports Strategy	\$0.15	\$0.00	0.0
Park Board to lead and direct the development of a comprehensive sport strategy for the City of Vancouver.			
TOTAL – SERVICE ENHANCEMENTS	\$0.15	\$0.00	0.0

BOARD OF PARKS & RECREATION

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	91,772	89,261	2.8%	89,852	92,757
Less: Revenues	(36,258)	(34,752)	4.3%	(34,972)	(37,629)
NET OPERATING EXPENDITURE	55,514	54,509	1.8%	54,880	55,128

PLANNING & OPERATIONS

PARK BOARD PLANNING ADMINISTRATION	1,056	896	17.9%	896	917
PARK MAINTENANCE	17,359	16,819	3.2%	16,889	17,051
Revenues	(214)	(209)	2.4%	(210)	(619)
Total Park Board Major Maintenance	17,145	16,610	3.2%	16,679	16,432
TOTAL PLANNING AND OPERATIONS	18,201	17,506	4.0%	17,575	17,349

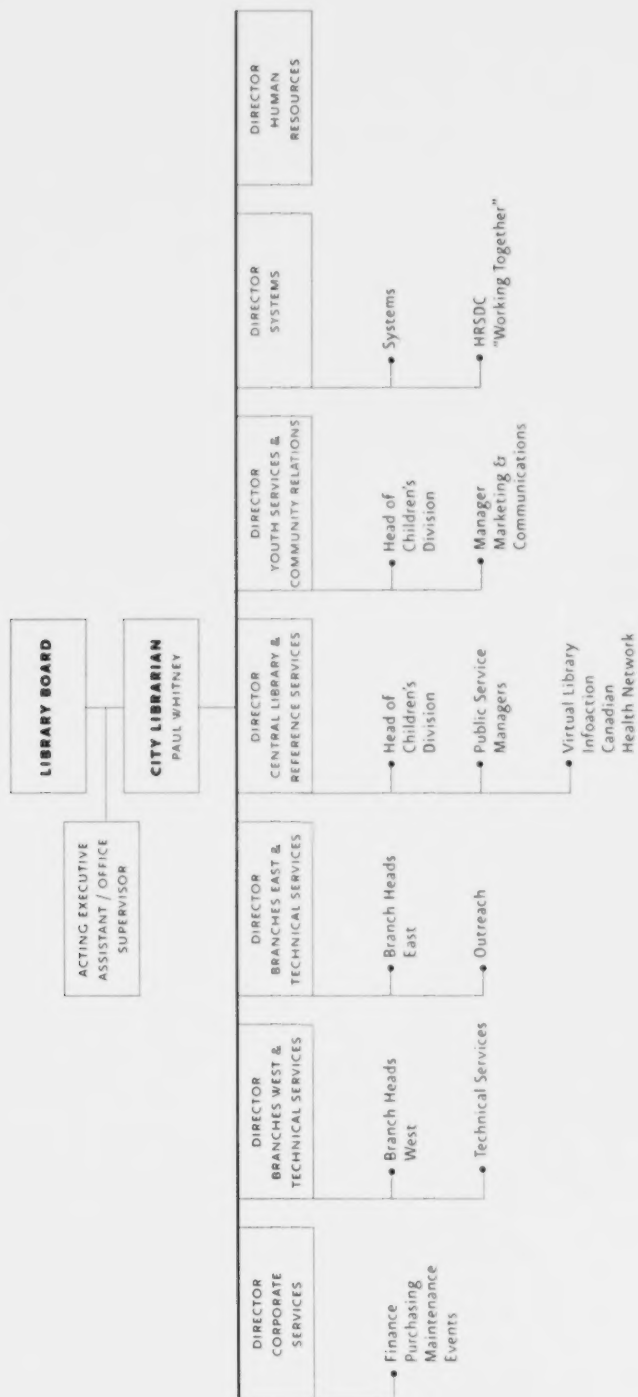
STANLEY DISTRICT

STANLEY DISTRICT ADMINISTRATION	203	198	2.5%	255	254
STANLEY RECREATION SERVICES	9,266	9,115	1.7%	9,163	9,221
Revenues	(2,834)	(2,712)	4.5%	(2,774)	(3,149)
Total Stanley Recreation Services	6,432	6,403	0.5%	6,389	6,072
STANLEY REVENUE SERVICES	4,651	4,556	2.1%	4,624	5,450
Revenues	(9,776)	(9,450)	3.4%	(9,520)	(10,369)
Total Stanley Revenue Services	(5,125)	(4,894)	4.7%	(4,896)	(4,919)
STANLEY OPERATIONS	7,872	7,556	4.2%	7,589	7,535
Revenues	(58)	(57)	0.0%	(57)	(48)
Total Stanley Operations	7,814	7,499	4.2%	7,532	7,487
TOTAL STANLEY DISTRICT	9,324	9,206	1.3%	9,281	8,894

BOARD OF PARKS & RECREATION

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
QUEEN ELIZABETH DISTRICT (Q.E.)					
Q.E. DISTRICT ADMINISTRATION	328	324	1.2%	367	303
Revenues	(225)	(219)	2.7%	(219)	(220)
Total Q.E. District Administration	103	105	(1.9%)	148	83
Q.E. RECREATION SERVICES	11,076	11,053	0.2%	11,064	11,255
Revenues	(4,305)	(4,202)	2.5%	(4,239)	(4,648)
Total Q.E. Recreation Services	6,771	6,851	(1.2%)	6,826	6,607
Q.E. DISTRICT OPERATIONS	10,115	9,616	5.2%	9,602	10,145
Revenues	(4,809)	(4,598)	4.6%	(4,597)	(4,838)
Total Q.E. District Operations	5,306	5,018	5.7%	5,006	5,307
TOTAL QUEEN ELIZABETH DISTRICT	12,180	11,974	1.7%	11,980	11,997
VANCOUVER EAST DISTRICT					
VANCOUVER EAST DISTRICT ADMINISTRATION	511	507	0.8%	568	587
VANCOUVER EAST RECREATION SERVICES	11,970	11,732	2.0%	11,813	11,888
Revenues	(3,453)	(3,383)	2.1%	(3,416)	(3,261)
Total Vancouver East Recreation Services	8,517	8,349	2.0%	8,397	8,627
VANCOUVER EAST DISTRICT OPERATIONS	13,325	12,873	3.5%	12,873	12,853
Revenues	(10,556)	(9,915)	6.5%	(9,915)	(9,246)
Total Vancouver East District Operations	2,769	2,958	(6.4%)	2,958	3,607
TOTAL VANCOUVER EAST DISTRICT	11,797	11,814	(0.1%)	11,923	12,821
CORPORATE SERVICES					
PARK BOARD CORPORATE SERVICES	4,040	4,016	0.6%	4,150	5,298
Revenues	(28)	(7)	300%	(27)	(1,231)
TOTAL CORPORATE SERVICES	4,012	4,009	0.1%	4,122	4,067
TOTAL BOARD OF PARKS & RECREATION (NET)	55,514	54,509	1.8%	54,880	55,128

VANCOUVER PUBLIC LIBRARY BOARD



Vancouver Public Library

VISION

"Inspiration through Information"

The Vancouver Public Library inspires and enriches the human spirit. It is a library for all. It reflects the diversity of our communities, preserves the record of our experience, and provides access to the world's most innovative ideas and enduring wisdom. It celebrates our desire to learn, to share knowledge and to contribute to the human story.

MISSION

"To enrich all, to reach all"

"We strive to enrich the life of our community by providing access to the world's ideas and information. We offer the finest possible collections, services and technology. We provide caring and expert service supportive of human differences. We promote lifelong learning, the love of reading and exploration of ideas, culture and knowledge in a welcoming, lively atmosphere.

We are a cornerstone of the community and are vital, accountable, active participants within it. We encourage involvement from the broadest spectrum of users. We shape our collections and services in order to be sensitive and responsive to community needs and aspirations."

MANDATE

Incorporated and operating under the *Library Act* of the Province of British Columbia, the Library's mandate is to provide library service to the residents of Vancouver, and — through our reciprocal agreements — to other residents of the Province.

The Library Board is appointed by City of Vancouver Council and includes representatives from the School Board and the Board of Parks and Recreation. Members of the Library Board have powers and duties given in the *Library Act*. The Board assigns the responsibility for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The Library Board has the responsibility for assessing the management, systems and practices of the library.

Vancouver Public Library

SERVICES PROVIDED

Incorporated and operating under the *Library Act* of the Province of British Columbia, the Library's mandate is to provide library service to the residents of Vancouver, and — through our reciprocal agreements — to other residents of B.C.

The Library Board is appointed by City of Vancouver Council and includes representatives from the School Board and the Board of Parks and Recreation. Members of the Library Board have powers and duties given in the *Library Act*. The Board assigns the responsibility for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The Library Board has the responsibility for assessing the management, systems and practices of the library.

The Vancouver Public Library system is comprised of: the Central Library and 21 branch libraries located in all local areas of Vancouver, including Outreach Services, which provides service to library patrons with disabilities or mobility challenges residing in Vancouver's diverse neighbourhoods.

There are over 2.7 million items in the Library's collections. Formats include books, magazines, newspapers, E-books, videos, compact discs, multi-media kits, CD-ROMs and audio cassettes. There are 369,000 Vancouver Public Library cardholders who have used their card in the last three years. In 2006:

- 6.6 million people visited the library
- Over 10.1 million items were borrowed and 941,000 reference questions were answered
- 233,000 people attended VPL's programs

Vancouver Public Library

In keeping with our mission, other services include:

- Author readings
- Book Clubs
- Book sales
- Career/job search tours
- Children's outreach
- Electronic and on-line resources
- E-mail reference questions
- ESL and Adult Learning Centres
- Find It Now/Homework Help virtual reference
- Health information online
- Free access to the Internet at all VPL Branches
- Historical photographs
- InfoAction fee-based custom research
- InterLibrary loans
- Internet training courses
- Introduction to library research workshops
- Librarian-selected Internet links
- Meeting rooms/facilities rentals
- Pre-literacy support
- Multilingual materials
- New Media Directory
- One-on-one basic Internet assistance
- Public computer lab
- Quick Information Service (QIS)
- Readalong program
- Reference collections
- Seniors' online training
- Sequels information on books in series
- Storytimes for babies, toddlers, pre-schoolers and families
- Subject-specific and general librarian reference assistance
- Summer Reading Club
- Virtual Reference Services

STRATEGIC DIRECTION AND 2007 GOALS

The Vancouver Public Library develops its goals and objectives on an annual basis.

#1 OBJECTIVE: INCLUSIVE AND RESPONSIVE LIBRARY SERVICE FOR ALL

The Library should be an expression of its community's creativity and vision. This can only be achieved if the community is actively involved in shaping the Library's services.

Through community engagement, the Library should proactively promote use of its services and facilities by all residents, with an emphasis on the socially excluded. To foster inclusion, the Library will continuously review policy, practices and procedures, consult with the community and engage staff in dialogue about what social inclusion means for their work, in order to ensure that there is a commitment to this concept at all levels of the organization.

RECENT ACHIEVEMENTS

- A study was completed on the conversion of an existing building for the DTES Strathcona Branch, and City of Vancouver (CoV) Real Estate Services has been actively seeking property for the branch.
- Ongoing implementation of the HRSDC-funded Working Together community development program in Mount Pleasant.
- Continuing investigation of needs-based library service, and identifying and limiting barriers to inclusion for marginalized residents.
- Negotiated extension of Human Resources Skills Development Canada (HRSDC) and Health Canada contracts that fund programming and database development in the areas of job finding and health.

Vancouver Public Library

ACTION: 2007

- Working with the community, City Council and City staff on the DTES/Strathcona Branch:
 - continue consultations on services to be delivered from the new branch
 - create a development plan
 - secure an acceptable site for the branch
 - explore partnership options for the development including social housing and daycare
- Continue the federally funded community development program.
- Continue to identify barriers to inclusion for marginalized communities and modify policy, practices and procedures as appropriate to address them, including a report to the Board with recommendations on circulation barriers, and a review of the Security Manual and staff training content on interacting with marginalized individuals.
- Expand community engagement in service delivery planning for the new Kensington and Mount Pleasant branches.
- Develop and seek funding for adult literacy initiatives, working with community partners and the Learning City initiative.
- Develop volunteer opportunities with the Library for community members to increase engagement with the Library while ensuring that such opportunities do not displace members of the VPL workforce.
- With the winding down of the Mount Pleasant "Working Together" community development project in early 2008, prepare for Board consideration strategies for the ongoing integration of community development and inclusion principles across the Library system.

LONG TERM

- Design and build DTES/Strathcona Branch.
- Apply the lessons learned from community engagement in Strathcona/DTES and Mount Pleasant Community Development Project in other neighbourhoods.
- Implement strategies for integrating community consultation into the Library's planning process.

2 OBJECTIVE: OPTIMIZE ACCESS TO SERVICES

Ensure the best possible community access to library and its services.

RECENT ACHIEVEMENTS

- Expanded access to reference service as a leader and partner in Askaway, the provincial-wide virtual reference service. Services now available 10 a.m.-10 p.m. – Sunday to Thursday; 10 a.m. – 5 p.m. – Friday and Saturday.
- Maintained open hours added in 2005.

ACTION: 2007

- Explore internal and external funding options and service strategies for adding hours of operation as follows:
 - open Area Branches and Joe Fortes Branch earlier on Sunday
 - extend Central Branch Sunday hours to open at 10 a.m. (two extra hours)
 - open Central earlier (Monday through Saturday)
 - open all branches on Sunday

Vancouver Public Library

- Standardize branch hours open on an area basis and increase awareness of alternative branches open when a specific branch is closed.
- Carry out marketing efforts to increase awareness of library services and hours of operation, especially among youth.

LONG TERM:

- Ensure optimum access to Library services for the community within the resources available.

3 OBJECTIVE: INCREASE SERVICES TO CHILDREN AND YOUTH

The public library is a primary public institution mandated to foster literacy skills in pre-school children, and support and empower parents in creating a learning environment for their children. To this end, the Library deploys resources and pursues external partnerships to enhance library service to young children and their caregivers.

In partnership with the City of Vancouver, the Vancouver School Board (VSB), other service providers and youth, enhance the effectiveness and reach of library services for youth.

RECENT ACHIEVEMENTS

- The successful integration of the Ready to Read children's outreach initiative was recognized in the media and presented at professional conferences.
- With external funding from a variety of sources, additional Mother Goose and Man in the Moon programs were offered.
- Provided a Books for BC Babies package to all newborns in the City of Vancouver.
- The Get Carded program was extended and a Kindergarten outreach program (Kinder Card'n) initiated with VPL Foundation grants.
- In partnership with the Province of BC, library promotional material was distributed to every school child in Vancouver.
- The 10-year partnership with Raise-a-Reader was celebrated with a concert and a permanent installation in the Central Library's Children's Library.
- Participated in the development of the Memorandum of Understanding on Early Childhood Development, Learning and Care Services in Vancouver (ECD MOU) signed by the City, School Board, the B.C. government and Vancouver Coastal Health.
- Participated in the development of a City of Vancouver-coordinated approach to serving youth.
- Reduced youth overdue fines by 50 per cent.
- Held youth focus groups to inform the Board's planning process.

ACTION: 2007

- Actively participate in the Early Childhood Development Roundtable.
- Work with the City of Vancouver and VSB to enhance the implementation of the City's coordinated approach to serving youth including holding a joint Board meeting with the VSB.
- Develop and implement a plan for improving library service for youth.
- Promote library services to Vancouver kindergarten students and parents.

Vancouver Public Library

- Through the Learning City and other partnership opportunities, enhance the reach and effectiveness of early childhood literacy services for children and their caregivers and youth.
- Secure one-time funding to increase youth collections across the system.
- Enhance the role and recognition of the Teen Advisory Group.
- Develop funding proposals and work with the VPL Foundation to secure support for the enhancement of teen areas at Central and the branches (where space permits).
- Propose options for limiting the negative impacts of overdue fines for youth.
- Position VPL as a leader in the development and delivery of pre-school children's services nationally through promoting outreach service initiatives.

LONG TERM

- Continued development of external partnerships and funding support for programs and services to children and youth.
- Apply the lessons learned from the implementation of Ready to Read to the delivery of children's services across the system.

4 OBJECTIVE: ENHANCE MULTILINGUAL SERVICES

Through non-English language collections, programming and services, assist newcomers to integrate into Canadian society and city residents to preserve their identity and cultural heritage, and foster cross-cultural understanding in the community at large.

RECENT ACHIEVEMENTS

- Ongoing community partnerships, including hosting the Korean Jitji Exhibition, Chinese Summer Reading Club, joint programs with immigrant settlement agencies, the Chinese Canadian Historical Society of British Columbia and others.
- Expanded library programming offered in Punjabi, Spanish, Japanese, Cantonese and Mandarin.
- Initiated an immigrant writer collection.

ACTION: 2007

- In consultation with the community and making use of the 2006 Census data, review and re-orient non-English language collection allocations and programming offerings.
- Implement changes to assist in the ongoing development of a representative workforce, with cultural perspectives and language skills that reflect the community, including an inventory of staff non-English language ability.
- Continue to pursue partnership and sponsorship opportunities for enhancing multilingual services and collections, including the active pursuit of federal and provincial grants in support of immigrant settlement.
- Increase the number of children's programs for non-English speaking communities and the range of languages represented including increased Chinese language storytimes (12 in total) at South Hill and Fraserview, and Mother Goose programs in Tagalog and Vietnamese.

LONG TERM

- Continued development of multilingual services in recognition of the changing community.

Vancouver Public Library

5 OBJECTIVE: MAXIMIZE THE USE OF THE LIBRARY AS A PUBLIC SPACE

The Library provides tangible and virtual public space and services that contribute to social inclusion and life-long learning. It is the development and maintenance of welcoming facilities, and making available collections and services that are reflective of the community as a whole, that makes the Library a cornerstone of democratic society.

RECENT ACHIEVEMENTS

- The Library presented the second Speak Up series on privatization, as well as a wide range of ongoing programs.
- The Board continued to refine its public space policy, based on public feedback and experience.
- Progress was made on several new branch developments:
 - construction continued on the #1 Kingsway joint facility which will house the new Mount Pleasant Branch
 - construction is well underway on the Kensington replacement branch
 - Council approved the inclusion of a branch library in the Hillcrest Olympic facility
- Staff workgroups completed the Area Services review
- The second Writer-in-Residence program was implemented with funds from external sources.
- The Library coordinated development of the Poet Laureate proposal, approved by City Council in 2006.

ACTION: 2007

- Ensure the ongoing renovation of branches and replacement of inadequate facilities where feasible:
 - new Kensington branch to open to the public
 - the Mount Pleasant Branch ready to open early in 2008
 - begin the planning for a visioning exercise for the use of Levels 8 and 9 and the Central Library to support capital fundraising and future planning
 - develop a Foundation proposal and secure the necessary funding to carry out the conversion of the Promenade mezzanines to public space
 - plan and commence reorganization and refurbishment of the public areas on the Central Library's Level 2
 - upgrade Lower Level Meeting rooms
 - pursue opportunities for replacing Oakridge, Joe Fortes and Kitsilano Branches
 - plan and implement as appropriate improvements to branch buildings using Capital Program funds and present a report to the Board prioritizing needed branch improvements
- Continue the full range of programming that engages the public in significant issues including the Speak Up series.
- Continue Writer-in-Residence program.
- Develop and deliver an enhanced series of senior's programs.
- Implement recommendations from the Area Services review.
- Review programming policy and delivery and implement changes to ensure effective and efficient operations and increased adult programming in branches.

LONG TERM

- Secure ongoing funding for replacing and upgrading branches.

Vancouver Public Library

6 OBJECTIVE: ENHANCE VPL'S LEADERSHIP ROLE IN THE PROVISION OF HIGH QUALITY LIBRARY SERVICE

VPL continues to innovate in the provision of high quality collections and reference services along with the evolving use of technology to support the Library's service goals.

RECENT ACHIEVEMENTS

- Increased collection and database use and increasing VPL's role as a net provider of circulation to non-residents in the region.
- Increased awareness of VPL's provincial reference resource role.
- VPL playing a leadership role in the implementation of the Public Library Services Branch (PLSB) province-wide Askaway virtual reference initiative.
- Provincial, national and international recognition of VPL service delivery and staff expertise.
- Increased the availability and use of DAISY audio players and digital talking books in Outreach by print disabled users.

ACTION 2007

- Update the Board's Collection Development Policy.
- Explore the present and potential future impact of new technologies on the Library's core values and the quality and depth of services.
- Develop and implement a community survey to inform the Library's service directions.
- Report to the Board on the implementation of Radio Frequency Identification (RFID) for VPL.
- Playing a leadership role in the roll out of the Vancouver Learning City Initiative.
- Advocate with all levels of government for ongoing efficient, effective and universal access to government publications.
- Continue to participate in PLSB Strategic Plan initiatives for OneCard, province-wide virtual reference and gateway project including an evaluation of the first year of Askaway.
- Continue to implement DAISY talking books and other adaptive technologies to improve access for the print-disabled.
- Continue to promote VPL service delivery and staff expertise provincially, nationally and internationally.
- Enhance the VPL website through an extensive redesign and new features.
- Expand public wireless access across the system.

Vancouver Public Library

7 FOSTER AN INFORMED, ENGAGED AND RESPONSIVE WORKFORCE

By fostering an informed, engaged and responsive workforce, the Library will be better able to develop innovative practices and deliver high quality services to the community.

RECENT ACHIEVEMENTS

- Employment Verification Check policy implementation.
- Staff consultations on collection development, area services and Central staff equalization projects.
- Formed joint Union-Management committee on diversity (included representative from Equal Employment Opportunity department).
- Continued to refine internal training programs by increasing number of trainers and replacing training teams.
- Conducted Information Staff Self-Assessment on training.
- Continued to participate in the City of Vancouver's Development by Innovation leadership training program.
- Developed staff training lists for branch staff as part of Area Services Staffing Committee.
- Continued to offer training for new Information Assistants (LA III) and Violence in the Workplace training
- Piloted all-day training workshop on giving and receiving feedback at 2006 Staff Conference.

ACTION 2007

- Conduct an Employee Culture Survey to determine the current VPL workplace climate, and create an action plan for implementation based on that information.
- Develop a Core Training Plan for all staff that includes service delivery (e.g. working with Youth), change management (e.g. lessons learned), technology skills, employee wellness and management development.
- Update the performance management process to include VPL core values for all VPL staff, and annual objectives and outcomes for professionals and management.
- Develop a succession plan for senior staff.
- Promote staff wellness through education programs addressing personal health practices and violence in the workplace prevention.
- Create monthly HR reports that provide information on the VPL workforce make-up and trends that, in turn, can be used to better understand productivity and responsiveness as measured by service outcomes.
- Negotiate new collective agreement with CUPE Local 391.
- Present to the Board for consideration a Code of Conduct for staff and trustees derived from City Council's Code, which recognizes the different attributes of the Library and addresses staff freedom of speech.
- Automate a number of manual processes in the HR Department in order to provide more timely and accurate service.
- Continue creating a diverse workforce with specific attention to cultural and socio-economic representation to reflect the make-up of the community.

LONG TERM

- Continuously building an informed, engaged and responsive workforce.

Vancouver Public Library

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- New technologies extend the Library's reach and increase the wealth of information which is accessible to all
- Community recognition of the Library as essential public space
- Increasing engagement with marginalized communities
- Partnering with other public and not-for-profit agencies, senior governments and the private sector to enhance life-long learning in the City
- Recognition of the importance of library services to pre-school children and their parents

CHALLENGES

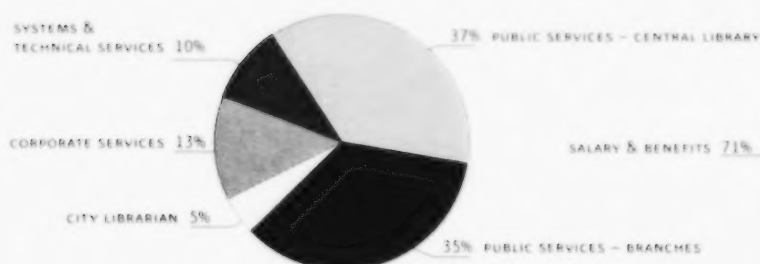
- Increased use of existing services
- Demands for new services (often driven by technological advances) which co-exist with existing services, rather than replacing them
- Limited options for increasing revenues
- Strong neighbourhood identity in 21 branches
- Aging branch buildings

2007 PROGRAM AND BUDGET SUMMARY

VANCOUVER PUBLIC LIBRARY	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
City Librarian	1,903	1,823	80	4.4
Corporate Service	4,524	4,462	62	1.4
Systems and Technical Services	3,508	3,853	(345)	(9.0)
Public Services – Central Library	12,653	12,284	369	3.0
Public Services – Branches	12,428	11,628	800	6.9
Public Library InterLink	1,752	1,411	341	24.2
Less: External Revenues	(1,752)	(1,411)	(341)	24.2
Total Public Library InterLink	0	0	0	0.0
TOTAL VANCOUVER PUBLIC LIBRARY	35,015	34,050	965	2.8

2007 BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



Vancouver Public Library

GROSS SALARY BUDGET¹	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	410 fte	407 fte	3 fte
Council Approved Position Budget	18,547	18,275	1.5%
Part Time / Casual Budget	5,476	5,346	2.4%
Total Salary Budget	24,023	23,621	1.7%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

BUDGET DRIVERS

The changes in the budget, to maintain existing service levels, relate to:

- inflationary cost increases
- regular salary and fringe benefit increases
- new programs approved by Council in 2006
 - Additional funding for the opening of the Kensington Branch in late 2007
 - Increased funding for information technology

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the funding adjustment approved by Council during the budget deliberations.

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
REVENUE – INCREASES			
Increase Events/Facility Rentals	\$0.01	\$0.01	0.0
The library shares net events/facility revenues with the City. \$10,000 was added to the budget, with any net revenue generated above this to be shared with the City.			
TOTAL – REVENUE INCREASES	\$0.01	\$0.01	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.01	\$0.01	0.0

VANCOUVER PUBLIC LIBRARY

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	40,249	39,058	3.0%	39,373	40,280
Less: External Revenues	(5,234)	(5,008)	4.5%	(5,175)	(6,138)
NET OPERATING EXPENDITURE	35,015	34,050	2.8%	34,198	34,142
City Librarian	1,993	1,913	4.2%	1,938	1,976
External Revenues	(90)	(90)	0.0%	(122)	(105)
Total City Librarian	1,903	1,823	4.4%	1,816	1,871
Corporate Services	5,492	5,356	2.5%	5,407	5,782
External Revenues	(968)	(894)	8.3%	(909)	(1,244)
Total Corporate Services	4,524	4,462	1.4%	4,498	4,538
Systems & Technical Services	4,215	4,480	(5.9%)	4,670	4,677
External Revenues	(707)	(627)	12.8%	(628)	(597)
Total Systems and Technical Services	3,508	3,853	(9.0%)	4,042	4,080
Public Services – Central Library	13,641	13,454	1.4%	13,510	13,279
External Revenues	(594)	(693)	(14.3%)	(693)	(577)
External Revenues – Canadian Health Network	(178)	(257)	(30.7%)	(257)	(223)
External Revenues – InfoAction	(217)	(220)	(1.4%)	(220)	(244)
Total Public Services – Central Library	12,652	12,284	3.0%	12,340	12,235
Public Services – Branches	13,156	12,444	5.7%	12,318	12,213
External Revenues	(728)	(816)	(10.8%)	(816)	(794)
Total Public Services – Branches	12,428	11,628	6.9%	11,501	11,419
Public Library InterLink	1,752	1,411	24.2%	1,531	2,353
External Revenues	(1,752)	(1,411)	24.2%	(1,531)	(2,353)
Total Public Library InterLink	0	0	0.0%	0	0
TOTAL VANCOUVER PUBLIC LIBRARY BOARD	35,015	34,050	2.8%	34,198	34,142

Britannia Community Services Centre

Britannia Community Services Centre is a unique partnership involving the City of Vancouver, Vancouver School Board, Vancouver Board of Parks and Recreation, Vancouver Public Library and the Britannia Community Services Centre Society—a not-for-profit agency established to manage the Centre and administer community programs and services.

Located just off Commercial Drive in east Vancouver, the Centre provides educational, recreational, library, cultural and social services for the Grandview-Woodland and Strathcona communities. Consisting of 17 acres and 300,000 square feet of building space, the Centre includes an elementary and a secondary school, pool, rink, seniors' centre, teen centre, child care centre, an information centre and the public library. There are also several off-site recreation, child care and community education programs. The Centre also operates jointly the Grandview-Woodland Community Place building with Eastside Family Place.

The Britannia Board of Management is elected directly by, and accountable to, community citizens. Approximately half of the annual budget comes from the City of Vancouver with the other half raised from local program fees, fundraising and contracts.

Britannia also acts as a community meeting place for issues and ideas to be discussed and issues to be resolved. It is also a catalyst for community development. All space is reciprocated—school students have access to community facilities and the community makes extensive use of the schools.

MISSION

To work with community members, partners and local agencies to develop, coordinate and support a wide range of excellent programs and services for the Grandview-Woodland and Strathcona communities.

VISION

To be a recognized leader in building community, promoting partnerships, celebrating diversity and enhancing the lives and well-being of everyone who lives, works and plays in our community.

SERVICES PROVIDED

RECREATION

In partnership with the Vancouver Board of Parks and Recreation, Britannia provides a wide range of recreational programs and services, including a pool and rink. Britannia offers a range of leisure programs, special events, and arts and cultural activities for people of all ages and backgrounds. Youth programs focus on the Teen Centre and on promoting leadership and life skills. Both the Al Mattison Lounge and the Lions' Den offer services for seniors.

Britannia Community Services Centre

CHILD CARE

There are approximately 300 licensed child care spaces both at Britannia and through several off-site centres in the community. Britannia is a "hub model," providing support, services and management for several stand-alone child care centres, including: Grandview Terrace Child Care Centre, Eagles in the Sky Association, Mount Pleasant Child Care Society, Lord Nelson Child Care Society and Boat Care Society. Services include daycare (aged 3-5), pre-school and school-aged child care.

COMMUNITY EDUCATION

Through a partnership with the Vancouver School Board, Britannia helps provide a variety of community education programs, both in the schools and in the community centre. A major focus is family literacy exemplified by the HIPPY program, which trains parents to teach literacy skills to their preschoolers. There are also several after-school programs for children in neighbouring elementary schools. The Vancouver School Board has moved the Hastings Learning Centre on site to provide academic upgrading for adults wanting to complete Grade 12. The Canucks Family Education Centre is also on site offering extensive literacy programs.

LIBRARY

The Britannia Library operates under a partnership agreement between the Vancouver School Board, the Vancouver Public Library Board and Britannia, under which the library serves both the community and schools. All collections and resources are shared.

2007 GOALS

Each year the Britannia Board of Management develops and updates the strategic plan used to coordinate and manage the development of the Centre.

CUSTOMER SERVICE

To provide consistent, friendly and welcoming customer service.

FACILITY AND EQUIPMENT

To provide accessible, safe and well-maintained facilities to meet the community, educational, recreational and social service needs of the Grandview-Woodlands and Strathcona communities.

SAFETY

To ensure that Britannia is a safe haven for all.

NON-PARTICIPANTS

To increase participation by individuals who do not participate at Britannia.

PROGRAMS AND SERVICES

To provide high quality programs that are accessible, responsive and inclusive to meet community needs.

Britannia Community Services Centre

COMMUNITY DEVELOPMENT

To be a centre for advocacy and social action; a place where people meet to discuss local and neighbourhood issues and work together to resolve them.

COMMUNITY EDUCATION

To enhance and extend learning opportunities for children, youth and adults, while promoting a healthy, resilient and resourceful community.

FINANCE / ADMINISTRATION

To develop a financial plan which will enable the Centre to sustain current programs and services, while meeting future needs.

HUMAN RESOURCES

To recruit and support staff and volunteers to implement high quality programs and services.

BOARD DEVELOPMENT

To have a Board which is representative of the diverse community and which is able to effectively govern the Centre and develop supportive relationships with officials in the municipal, provincial and federal governments.

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Social Capital: development of further partnerships with other agencies and community groups
- Continue to provide and develop services using the "Hub model" for child care, recreation, library, education and social services which emphasize flexibility and the maximizing of choice
- Building capacity for inclusion of local citizens to having equitable access and maximizing resources
- Develop facilities based on the Facilities Master Plan which will ensure that Britannia's infrastructure will meet the needs of the community and users over the next 15 years

CHALLENGES

- Poverty, homelessness and food security: Grandview/Woodland and Strathcona communities house some of the poorest communities in Canada
- Language: we serve the most language-diverse community in Vancouver, where English is often a second language with low literacy and numeracy rates
- Safety: community crime is one of the highest in the city. The Centre provides a safe haven for community members
- Aboriginal community: Grandview/Woodland houses the largest number of First Nations people in the province
- Volunteers: need to provide opportunities for community members to contribute to the social, capital and cohesiveness of the community
- Training: provide the necessary skills/training for staff in order to improve efficiencies and customer services
- Parks: lack of public green spaces

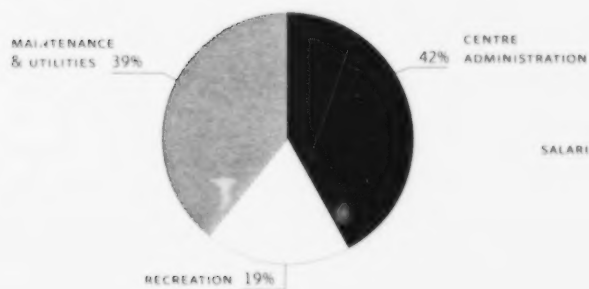
Britannia Community Services Centre

2007 PROGRAM AND BUDGET SUMMARY

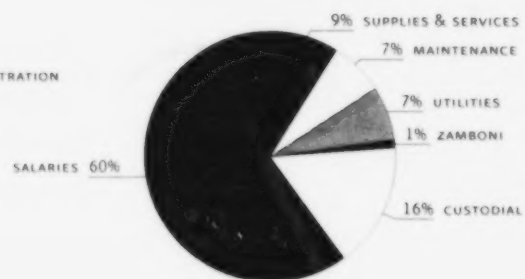
BRITANNIA	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Centre Administration	1,186	1,184	2	0.2
Maintenance and Utilities	1,122	1,100	22	2.0
Recreation	533	588	(25)	(4.5)
TOTAL BRITANNIA	2,841	2,842	(1)	(0.1)

2007 BUDGET COMPOSITION

PROGRAM COMPONENTS



FUNCTIONAL COMPONENTS



GROSS SALARY BUDGET¹

	2007 (\$000's)	2006 (\$000's)	CHANGE
Council Approved Positions (fte) ²	29.5 fte	29.5 fte	0.0 fte
Council Approved Position Budget	1,349	1,340	0.7%
Temp Auxiliary Budget	489	494	(0.1%)
Total Gross Salary Budget	1,838	1,834	0.2%

¹ The Salary Budget provides for direct salary costs and therefore excludes fringe benefits and other related employee costs (such as overtime).

² fte refers to Full-Time Equivalency.

Britannia Community Services Centre

BUDGET DRIVERS

Other than regular inflationary increases, the major impacts on Britannia's 2007 budget relate to:

- A minor increase in insurance premiums, specifically related to Directors' liability insurance.
- A decrease in the rental costs of the Zamboni used in the ice rink.

2007 OPERATING BUDGET COUNCIL DECISIONS

The following describes the funding adjustments approved by Council during the budget deliberations.

FUNDING ADJUSTMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
EXPENDITURE – REDUCTIONS			
Reduce Information Centre hours	0.010	0.010	0.0
To reduce operating hours at Britannia's Information Centre at the fringe point of weekends and statutory holidays.			
Reduction to all supplies and equipment budget	0.003	0.003	0.0
Reduction of all supplies and equipment budgets reduces Britannia's flexibility but does not directly impact public services.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.013	\$0.013	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.013	\$0.013	0.0

BRITANNIA COMMUNITY SERVICES CENTRE

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
SUMMARY OF EXPENDITURE					
Total Expenditure (Gross)	4,185	4,167	0.4%	4,167	4,249
Less: External Revenues	(798)	(784)	1.8%	(784)	(801)
Cost Allocation to Other Operating Departments	(546)	(541)	0.9%	(541)	(520)
NET OPERATING EXPENDITURE	2,841	2,842	(0.0%)	2,842	2,928
CENTRE ADMINISTRATION					
Administration	1,204	1,202	0.2%	1,202	1,227
External Revenue	(18)	(18)	0.0%	(18)	(12)
Building and Grounds	1,122	1,100	2.0%	1,100	1,146
Total Centre Administration	2,308	2,284	1.1%	2,284	2,361
RECREATION					
Recreation Program	571	567	0.7%	567	539
Wages and Fringe Costs - Activity Variance	0	0	0.0%	0	(2)
Ice Rink Operation	134	149	(10.1%)	149	136
External Revenue	(304)	(296)	2.7%	(296)	(296)
Aquatic Pool Operation	502	498	0.8%	498	553
External Revenue	(370)	(360)	2.8%	(360)	(363)
Total Recreation	533	558	(4.5%)	558	567
LIBRARY SERVICES					
Operating and Maintenance	652	651	0.2%	651	650
External Revenue	(106)	(110)	(3.6%)	(110)	(130)
Cost Allocation to Library	(546)	(541)	0.9%	(541)	(520)
Total Library Services	0	0	0.0%	0	0
TOTAL BRITANNIA COMMUNITY SERVICES CENTRE	2,841	2,842	(0.0%)	2,842	2,928

Debt, General Program Account, Contingency & Transfers

DEBT CHARGES

Council has authority to issue debentures from two sources. Under provisions of the *Vancouver Charter*, Council has to approve borrowing for water and sewer purposes. For all other purposes, Council has to approve borrowing and issue debentures from approval of the electors to specific borrowing questions normally associated with the City's capital planning process.

The requirement to borrow funds in order to finance capital expenditures is established by Council during approval of annual Capital Budgets.

As a pre-condition to an external debenture issue, Council authorizes the Director of Finance to set the rate, price and other terms and conditions on which the debenture issue will be marketed. That includes the power to instruct the City's Fiscal Agent to proceed with the issue. In doing so, Council commits to follow through with the debenture issue and to pass the appropriate borrowing By-law after the debentures are sold.

The City has an ongoing program of borrowing by debentures to finance capital expenditures. This program is tied to the City's capital expenditure planning process. Under normal circumstances, debenture borrowing is paid off over a ten-year period, so that the cost of the capital works is spread out over that period of time. The City is required to make full provision in its annual budget for the principal and interest costs associated with its borrowing program.

CONTINGENCY RESERVE

The general purpose of the Operating Budget Contingency Reserve is to provide unallocated funding for issues that emerge after the Operating Budget has been approved. As well, Contingency Reserve has been utilized in the 2005 Operating Budget as a means of funding new initiatives to mitigate the impact on property taxes. Initiatives that are funded from Contingency Reserve require ongoing funds to be added to subsequent years' operating budgets. The City Manager has the authority to utilize Contingency Reserve as a source of funding for specific labour relations issues, such as the costs associated with re-classification of positions under the collective agreements.

For 2007, the Corporate Management Team continued a moratorium started in 2006 on any initiative to be funded from Contingency Reserve unless determined to be a priority of the City Manager or Council.

Debt, General Program Account, Contingency & Transfers

TRANSFERS

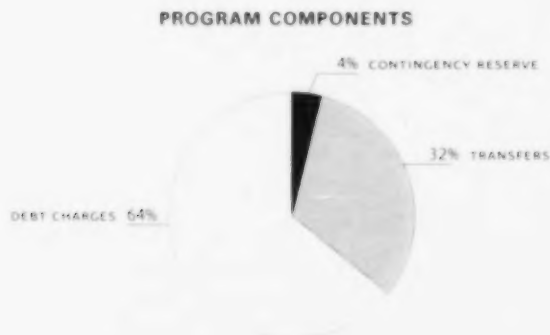
"Transfers" refers to funds being transferred from the Operating Budget to other funds and reserves, including:

- Transfers to the Capital Budget – this transfer represents the annual contribution from the Operating Budget to the Capital Budget
- Transfer to the City's System Replacement Program – this program provides a stable source of funds for system replacement and infrastructure, so as to ensure they are kept current
- Transfers to Miscellaneous Reserves – examples of transfers in this category include transfers to the Election Reserve and the Liability Insurance Reserve

2007 PROGRAM AND BUDGET SUMMARY

DEBT, CONTINGENCY & TRANSFERS	2007 BUDGET (\$ 000's)	2006 BUDGET (\$ 000's)	CHANGE	
			(\$ 000's)	%
Debt Charges	53,805	50,876	2,929	5.8
Contingency Reserve	3,400	3,500	(100)	(2.9)
Transfers	26,496	22,896	3,600	15.7
Total City-Wide Expenditures	83,701	77,272	6,429	8.3

BUDGET COMPOSITION



Debt, General Program Account, Contingency & Transfers

BUDGET DRIVERS

DEBT CHARGES

- General debt charges increased by \$2.9 million mainly due an increased contribution to the future debt repayment reserve.

CONTINGENCY RESERVE

- During the 2007 Budget development process, as part of the corporate adjustments, Council reduced Contingency Reserve from its base budget of \$4.0 million to \$3.1 million. Subsequently, Council added back \$0.3 million to Contingency Reserve, to fund the Cultural Tourism Strategy, as noted below, as a one-time budget adjustment.

TRANSFERS

- For 2007, the Capital from Revenue transfer is at \$18.5 million compared to \$17.4 million in 2006. In 2006, Council had reduced Capital from Revenue by \$0.6 million as a one-time budget adjustment.

2007 OPERATING BUDGET COUNCIL DECISIONS

SERVICE ENHANCEMENTS

	IMPACT (\$MILLIONS)		POSITION
	2007	2008	
FUNDING – TAXATION			
Contingency Funding For Cultural Tourism Strategy	\$0.30	\$0.00	0.0
Council approved a one-time increase of \$300,000 to the Contingency Reserve to fund the development of the Cultural Tourism Strategy. This funding is to be leveraged with the arts and cultural community to support cultural tourism strategies, such as the celebration of the City's 125th anniversary.			
TOTAL – SERVICE ENHANCEMENTS	\$0.30	\$0.00	0.0

FUNDING ADJUSTMENTS

EXPENDITURE – REDUCTIONS

Reduce Contingency Reserve	0.90	0.00	0.0
Reduce the Contingency Reserve by \$0.9 million on a one-time basis.			
TOTAL – EXPENDITURE ADJUSTMENTS	\$0.90	\$0.00	0.0
TOTAL – FUNDING ADJUSTMENTS	\$0.90	\$0.00	0.0

DEBT, GENERAL PROGRAM ACCOUNT, CONTINGENCY & TRANSFERS

	BUDGET				
	2007 OPENING (\$ 000's)	2006 OPENING (\$ 000's)	CHANGE (%)	2006 CLOSING (\$ 000's)	2006 ACTUAL (\$ 000's)
DEBT CHARGES – TAX SUPPORTED					
General Debentures	50,416	47,124	7.0%	47,124	47,124
Local Improvements Debentures	3,389	3,752	(9.7%)	3,752	3,752
TOTAL DEBT CHARGES – TAX SUPPORTED	53,805	50,876	5.8%	50,876	50,876
CONTINGENCY RESERVE	3,400	3,500	(2.9%)	1,463	0
TRANSFER TO RESERVES AND OTHER FUNDS					
General Provision for Capital Expenditures	18,500	17,400	6.3%	17,400	17,400
System Replacement Program	6,744	4,244	58.9%	4,744	4,744
Miscellaneous Reserves	1,252	1,252	0.0%	1,252	1,252
TOTAL TRANSFER TO RESERVES AND OTHER FUNDS	26,496	22,896	15.7%	23,396	23,396
TOTAL OPERATING EXPENDITURES	847,930	813,321	4.3%	815,236	826,769

Capital Planning and Budgeting

The City of Vancouver plans its capital program on a long-term horizon to ensure orderly maintenance, replacement, and upgrading of civic infrastructure and facilities over their life expectancy. These long-range plans are translated into more manageable and detailed three-year Capital Plans in order to match the term of City Council and allow for a borrowing plebiscite to be held in conjunction with the civic election. The current Capital Plan covers the period from 2006 to 2008.

In October 2005, City Council approved the original 2006-2008 Capital Plan and the associated financing strategy for the plebiscite. In November 2005, the electorate approved the borrowing authorities related to the financing strategy. In 2006 and 2007, City Council approved a number of funding adjustments to the original 2006-2008 Capital Plan.

The Capital Plan provides the framework that guides the development of annual capital budgets. The annual Capital Budget is comprised of:

- Basic Capital – specific programs/projects that were included in the Capital Plan
- Supplementary Capital – provides a source of funding for capital and capital maintenance expenditures that arise during the three-year duration of the Capital Plan

Details of the revised 2006-2008 Plan and the 2007 Capital Budget, along with sources of funding by program area are presented in the following schedules:

- Schedule C-1 – provides a summary of the revised 2006-2008 Capital Plan and funding sources
- Schedule C-2 – provides a summary of the revised 2006-2008 Capital Plan, 2006 and 2007 allocation, and unallocated balance
- Schedule C-3 – provides details of the 2007 Gross Capital Budget by program and sources of funding
- Schedule C-4 – provides a summary of the current and previous Capital Plans
- Schedule C-5 – provides details of the borrowing authorities approved by plebiscite in the 2006-2008 Capital Plan

Original 2006 – 2008 Capital Plan

The original 2006-2008 Capital Plan approved by City Council in October 2005 contemplated total capital expenditures of \$391.25 million for the following program areas (in millions of dollars):

- Public Works – \$91.65
- Sewers and Waterworks – \$129.30
- Parks and Recreation – \$35.77
- Community Legacy Projects – \$35.00
- Public Safety – \$24.10
- Community Service Initiatives – \$41.20
- Other Capital – \$16.23
- Access Vancouver – \$5.00
- Supplementary Capital – \$3.00
- Inflation Adjustment and Debenture Discount – \$10.00

Funding for the Plan was derived from:

- Plebiscite-approved Borrowing Authority (Debenture) – \$170.57 million
- Council-approved Sewer Borrowing Authority (Debenture) – \$74.43 million
- Council-approved Water Borrowing Authority (Debenture) – \$54.87 million
- Provision from the Operating Budget (Capital from Revenue) – \$55.60 million
- Development Cost Levies (DCLs) – \$33.58 million
- Community Amenity Contributions (CACs) – \$2.20 million

The gross capital funding for the Plan will be \$743.42 million, including external contributions from government agencies, developers, property owners, and partner organizations, and other internal financing from the City's Capital Financing Fund and Solid Waste Capital Reserve, totalling \$352.17 million.

A significant portion of external funding relates to Community Legacy Projects. The original 2006-2008 Capital Plan contemplated \$35.00 million to advance the Park Board facilities renewal projects from future Capital Plans to take advantage of the opportunity to cost-share with senior governments and the Vancouver Olympic Organizing Committee (VANOC) in the development of 2010 Olympic venues. These legacies include the replacement of ice rinks at Killarney and Trout Lake, and construction of a new Percy Norman Aquatic Centre as part of the new Hillcrest Centre.

Changes to the 2006 – 2008 Capital Plan

City Council approved the following funding adjustments to the 2006-2008 Capital Plan.

OLYMPIC LEGACY PROJECTS

To ensure completion of the Community Legacy Projects in time for the 2010 Games and to offset project funding shortfall, in November 2006 City Council made the following adjustments totalling \$25.76 million to supplement the \$35.00 million of plebiscite approved borrowing authority:

- Re-allocate \$2.00 million of Park Board Capital (Debenture) and \$2.00 million of Inflation Adjustment (Capital from Revenue) to provide additional funding for the community ice rinks at Killarney and Trout Lake
- Provide interim financing from the Capital Financing Fund as follows:
 - \$2.30 million for the Hillcrest Library to be repaid from the 2009-2011 Capital Plan
 - \$1.00 million for the Hillcrest Curling Venue and the Percy Norman Aquatic Centre to achieve LEED Gold, to be repaid from future energy savings
 - \$18.46 million for the Hillcrest Curling Venue, the Percy Norman Aquatic Centre, and the community ice rinks at Killarney and Trout Lake; to be repaid by Park Board beginning in 2010

City Council also committed to take responsibility for the post-2010 conversion of the Hillcrest Curling Venue to its final configuration. VANOC has provided a contribution of \$10.0 million (2007) towards the estimated cost of \$12.35 million (2010). This funding commitment will be reflected in the 2009-2011 Capital Plan.

In April 2007, City Council further approved \$1.36 million of additional city-wide DCL funding for park development associated with the Olympic Legacy Projects:

- Community ice rink at Killarney – \$0.17 million
- Community ice rink at Trout Lake – \$0.33 million
- Hillcrest Curling Venue and Percy Norman Aquatic Centre – \$0.86 million

ACCESS VANCOUVER – 311 PUBLIC ACCESS INITIATIVE

In September and November 2006, City Council approved funding re-allocations from the following programs/projects totalling \$10.30 million (Capital from Revenue) to the Access Vancouver Initiative for the implementation of a consolidated citizen service centre and the 311 service:

- Hastings Park Entrance Improvements – \$2.00 million
- Cultural Reinvestment & Olympic Legacy Fund – \$3.30 million
- Electronic Records & Document Management System – \$3.00 million
- Street Lighting Program – \$2.00 million

As a result of the above funding re-allocations, the 2006-2008 Street Lighting Program of Engineering Public Works was reduced to \$3.15 million.

The original 2006-2008 Capital Plan contemplated \$2.00 million debenture funding for temporary repairs to the Expo deck along the east end of False Creek. This deck was originally built as a temporary structure which the City requested to remain in place following Expo 86. Rather than repairing the decking structure, City staff will be exploring options for the replacement of the entire decking structure to secure it for the long-term, and to address systemic design and safety concerns. Given the changing requirements for the Expo deck and the need to continue maintenance and replacement of the Street Lighting Plant, in April 2007, under provisions of the Vancouver Charter (\$245), City Council approved by eight affirmative votes to re-allocate the \$2.00 million debenture funding to the Street Lighting Capital Program.

Changes to the 2006 – 2008 Capital Plan

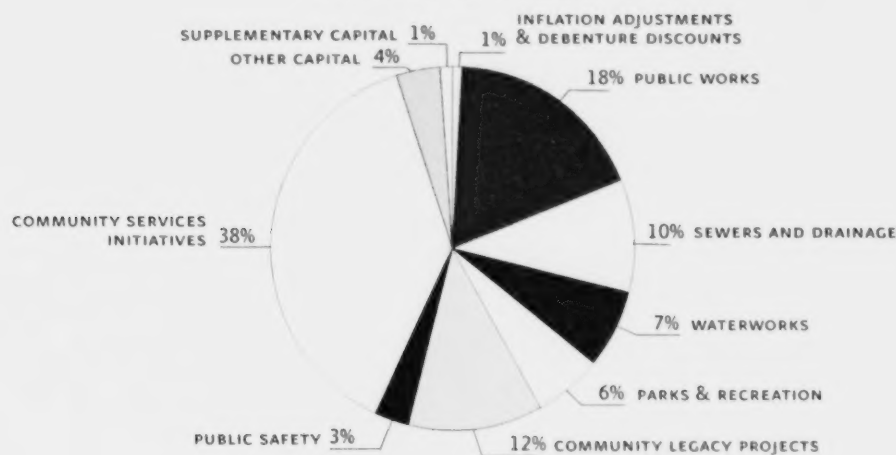
The following table presents the original and revised 2006-2008 Capital Plan including potential external contributions and other internal financing.

	CAPITAL FUNDING \$ MILLION	ORIGINAL OTHER FUNDING \$ MILLION	GROSS FUNDING \$ MILLION	COUNCIL APPROVED CHANGES \$ MILLION	REVISED GROSS FUNDING \$ MILLION
Public Works	91.65	41.41	133.06	10.00 ¹	143.06
Sewers and Waterworks	129.30	7.17	136.47	-	136.47
Parks and Recreation	35.77	7.28	43.05	1.31	44.36
Community Legacy Projects	35.00	33.00	68.00	25.76	93.76
Public Safety	24.10	-	24.10	-	24.10
Community Service Initiatives	41.20	261.17	302.37	(5.30)	297.07
Other Capital	16.23	2.14	18.37	1.05	19.42
Access Vancouver	5.00	-	5.00	7.30	12.30
Supplementary Capital	3.00	-	3.00	-	3.00
Inflation Adjustment and Debenture Discount	10.00	-	10.00	(\$2.00)	8.00
Total	\$ 391.25	\$ 352.17	\$ 743.42	\$ 38.12	\$ 781.54

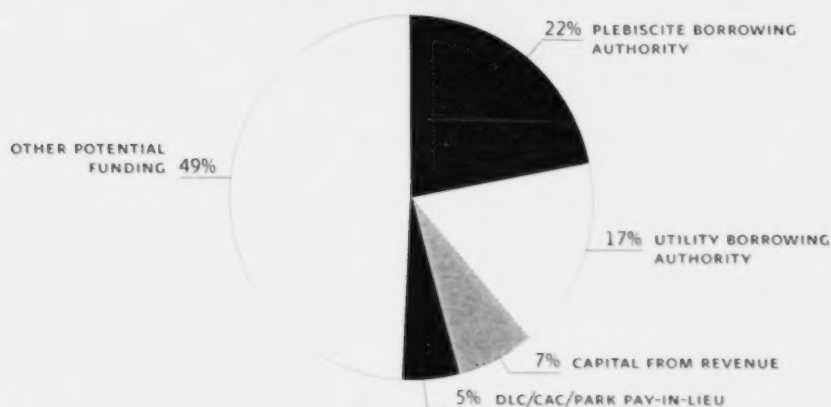
¹ Includes additional external funding of \$12 million for the Granville Mall and Cambie Street Reconstruction.

REVISED 2006 – 2008 CAPITAL PLAN \$781.54 MILLION

CAPITAL PLAN BY PROGRAM



CAPITAL PLAN BY FUNDING SOURCE



SCHEDULE C-1

REVISED 2006-2008 CAPITAL PLAN (\$ 000'S)	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC/ PARK PAY-IN-LIEU	BASIC CAPITAL FUNDING	OTHER POTENTIAL FUNDING¹	GROSS CAPITAL FUNDING
Public Works						
Streets and Bridge Infrastructure	27,800			27,800	20,900	48,700
Pedestrian and Cycling Facilities	19,500		4,700	24,200	4,800	29,000
Strategic Transportation and Traffic Signals	11,600	2,500	2,500	16,600	18,025	34,625
Local Area Improvements	13,200		500	13,700	9,000	22,700
Communications and Street Lighting	2,000	5,050		7,050	686	7,736
Yards		300		300		300
Sewers and Drainage ²	74,430			74,430	5,773	80,203
Waterworks	54,870			54,870	1,400	56,270
Total Engineering	203,400	7,850	7,700	218,950	60,584	279,534
Parks & Recreation						
Park Development	4,670		11,312	15,982	4,285	20,267
Land Acquisition			6,000	6,000		6,000
Recreation Facilities	8,500			8,500	4,945	13,445
Street Trees	750			750		750
Overhead and Project Management	3,150		750	3,900		3,900
Total Parks & Recreation	17,070	0	18,062	35,132	9,230	44,362
Community Legacy Projects	37,000	2,000		39,000	54,760	93,760
Public Safety						
Fire Hall Replacement and Upgrades	4,600			4,600		4,600
Police Facilities Replacement and Upgrades	19,500			19,500		19,500
Total Public Safety	24,100	0	0	24,100	0	24,100
Community Services						
Affordable Housing		1,000	11,200	12,200	74,500	86,700
Non-market Housing		200		200		200
Emerging Neighbourhood		4,600		4,600	11,000	15,600
City-owned Social Facilities		4,770	175	4,945	925	5,870
Capital Grants		500		500	1,750	2,250
Public Art on Capital Projects		1,000		1,000		1,000
Cultural Heritage Buildings Upgrades		750		750	3,000	3,750
Civic Theatres	5,000			5,000	30,000	35,000
Cultural Reinvestment Fund/Olympic Legacy	5,000	1,700		6,700	140,000	146,700
Total Community Services	10,000	14,520	11,375	35,895	261,175	297,070
Other Capital						
Library Facilities Planning	3,300			3,300		3,300
Information Technology Maintenance & Expansion		2,680		2,680	2,403	5,083
Corporate Risk Data Management		600		600		600
Access Vancouver:						
311 Public Access Initiative		10,300		10,300		10,300
Electronic Records & Data Management System		2,000		2,000		2,000
Civic Facilities Maintenance and Upgrades	5,000	4,650		9,650	789	10,439
Total Other Capital	8,300	20,230	0	28,530	3,192	31,722
Supplementary Capital		3,000		3,000		3,000
Inflation Adjustment & Debenture Discount		8,000		8,000		8,000
TOTAL REVISED 2006-2008 CAPITAL PLAN	299,870	55,600	37,137	392,607	388,941	781,548

¹ Other Potential Funding includes contributions from government agencies, developers, property owners, and partner organizations, and internal financing sources such as the City's Capital Financing Fund and Solid Waste Capital Reserve.

² Public Sewers Connections that are funded from permit fees on a cost recovery basis are not included.

2007 Capital Budget

The 2007 Capital Budget provides \$171.06 million from the following sources of funding:

- Plebiscite-approved borrowing authority – \$102.21 million
- Council-approved sewer borrowing authority – \$24.89 million
- Council-approved water borrowing authority – \$16.73 million
- Capital from Revenue – \$18.50 million
- DCLs – \$8.33 million
- CACs – \$0.40 million

Including contributions from other sources totalling \$50.79 million, the gross 2007 Capital Budget will be \$221.85 million.

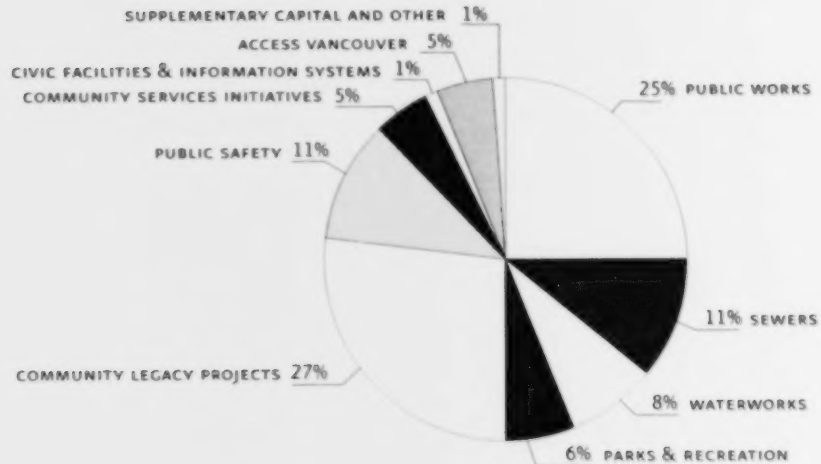
- External Contributions – \$27.98 million
- Capital Financing Fund – \$21.76 million
- Other Interim Financing – \$1.05 million

	DEBENTURE \$ MILLION	REVENUE \$ MILLION	DCL/CAC \$ MILLION	OTHER \$ MILLION	TOTAL \$ MILLION
Public Works	32.16	0.35	2.47	20.61	55.59
Sewers and Waterworks	41.62	-	-	0.42	42.04
Parks and Recreation	4.88	-	6.26	1.95	13.09
Community Legacy Projects	33.00	-	-	26.76	59.76
Public Safety	21.34	3.76	-	-	25.10
Community Service Initiatives	9.00	2.19	-	-	11.19
Other Capital	1.83	0.15	-	1.05	3.03
Access Vancouver	-	11.01	-	-	11.01
Supplementary Capital	-	1.00	-	-	1.00
Debenture Discount	-	0.04	-	-	0.04
Total	\$143.83	\$18.50	\$8.73	\$50.79	\$221.85

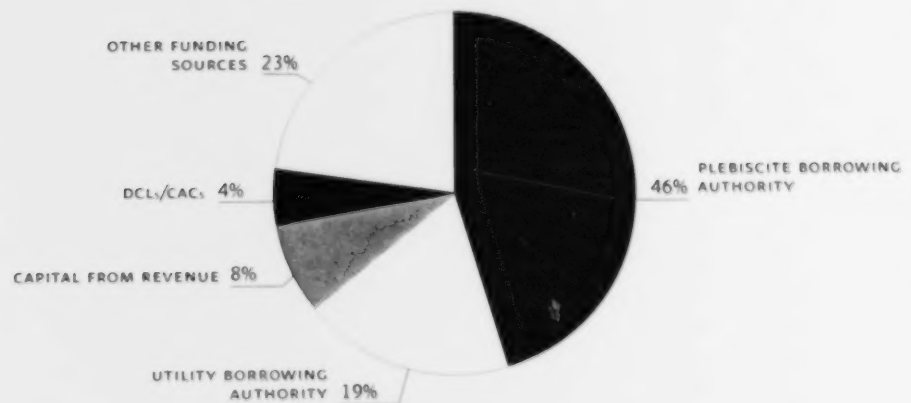
2007 Capital Budget

2007 CAPITAL BUDGET \$221.85 MILLION

CAPITAL BUDGET BY PROGRAM



CAPITAL BUDGET BY FUNDING SOURCE



2007 Capital Budget by Program

ENGINEERING CAPITAL (TAX SUPPORTED AND UTILITY-FUNDED)

TRANSPORTATION

In 1997, the *Vancouver Transportation Plan* was approved by City Council, setting out the priorities for pedestrians, bikes and transit, while recognizing a need to improve goods movement and safety in existing corridors. After maintenance requirements, priority projects include new sidewalks and pedestrian traffic signals.

The *Clouds of Change Report* (1990), *CityPlan** (1995), the *Vancouver Greenways Plan* (1995), the *Bicycle Plan* (1999), and the *Downtown Transportation Plan* (2002) establish City policy prioritizing pedestrians and promoting and encouraging cycling as a transportation alternative. Greenways also address the growing needs of communities to have a voice in the design and use of the urban landscape.

The *Livable Region Strategic Plan* (1995) provided a regional framework for managing growth by increasing transportation choices. The *Downtown Transportation Plan* made recommendations to improve downtown accessibility and livability by creating a balanced transportation system.

TRANSIT

The *CityPlan*, *Transportation Plan*, and *Downtown Transportation Plan* all discuss directions for improving transit and providing connections to walking and biking facilities. In providing for these sustainable modes we can make better use of our existing roadway network.

SIDEWALKS

The City has a policy that identifies sidewalks as a high priority. This includes establishing and maintaining a sidewalk network which includes sidewalks on both sides of all blocks; establishing priorities for completion of the sidewalk network based on sidewalk classifications which include transit, pedestrian collector, higher zoned and local residential routes; and expediting completion of sidewalks on all transit routes by 2007 and on all arterial streets by 2009.

SAFETY AND CONGESTION

The City has a policy of improving traffic safety at intersections. Collisions have a significant social cost and intersection safety is a priority within the City. Work in this area continues to focus on improving safety in existing corridors, in accordance with the *Transportation Plan*.

* *CityPlan*: On June 6, 1995 City Council adopted *CityPlan* as a broad vision to guide policy decisions, priorities and budgets in Vancouver.

2007 Capital Budget by Program

NEIGHBOURHOOD TRAFFIC CALMING

In May 1997, City Council approved the *Vancouver Transportation Plan* that highlighted the need to mitigate the effects of traffic in local neighborhood areas by measures such as traffic circles, speed humps, and diverters, and to give priority to streets and neighborhoods where traffic impacts are most serious.

STREET LIGHTING

The *Safer City Report* (1993) approved by City Council indicates the importance of making the public feel secure. This involves taking pro-active measures to provide appropriate light levels on streets and at bus stops to assist in the protection of citizens from theft and violence. The Infill Lighting Program funds the improvements to low levels of lighting on residential streets and around bus shelters.

SEWERS UTILITY

The City has a policy of separating sanitary and storm sewers for the purpose of reducing and eliminating combined sewer overflows (CSOs). The City adopted the one per cent life cycle replacement policy for sewer mains in 1981 and the Design and Service Level Standards for Sewer Collection Infrastructure in 1991, which includes standards for the maintenance and replacement of sewer mains, connections, manholes, catch-basin, and pumping stations.

In 2001, City Council approved the regional Liquid Waste Management Plan (LWMP) which continues the one per cent life cycle replacement program in order to provide continuous CSO reductions with the goal of CSO elimination by 2050.

WATERWORKS UTILITY

In October 2005, Council approved the 2006-2008 Waterworks Capital Plan, which was based on the Waterworks Long Range Plan (LRP). The LRP and Capital Plan both focus on the pro-active replacement of aging infrastructure, water system upgrading to keep pace with development, system capacity and fire protection improvements, emergency preparedness, technology upgrades, water quality improvement work, and other works such as new water service installations.

2007 Capital Budget by Program

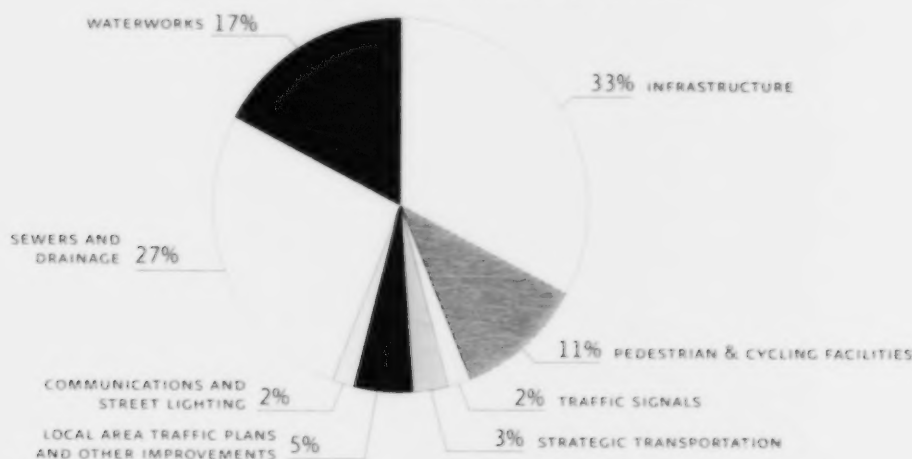
ENGINEERING CAPITAL (TAX SUPPORTED AND UTILITY-FUNDED)

The revised 2006-2008 Capital Plan contemplates City funding of \$218.95 million for Public Works, Sewers, and Waterworks. The 2007 Capital Budget provides \$76.60 million from the following sources of funding:

- Plebiscite-approved borrowing authority – \$32.16 million
- Council-approved sewer borrowing authority – \$24.89 million
- Council-approved water borrowing authority – \$16.73 million
- Capital from Revenue – \$0.35 million
- DCL – \$2.47 million

Including external contributions totalling \$21.03 million, the gross 2007 Capital Budget for Engineering Public Works, Sewers, and Waterworks will be \$97.63 million.

2007 ENGINEERING CAPITAL FUNCTIONAL SUMMARY



Below are highlights of major projects planned for 2007 and the City's share of the project cost.

REPAIR OF DETERIORATED ARTERIAL STREETS

\$4.00 MILLION

As part of an ongoing program to maintain the condition of arterial streets, the following street segments will be reconstructed in 2007:

MAJOR ROAD NETWORK (MRN) – EXTERNALLY FUNDED

- West Broadway, Alma to Stephens
- Clark/Knight Corridor, Broadway to Kingsway
- Hastings Street, Renfrew to Boundary

NON-MAJOR ROAD NETWORK (NON-MRN) – COST-SHARED

- Robson Street, Denman to Hornby
- Nanaimo Street, Grandview Highway South to Kingsway
- 12th Avenue, Granville to Trafalgar
- Hornby Street, Pacific to Nelson

2007 Capital Budget by Program

NEW SIDEWALK PROGRAM

\$1.30 MILLION

Development of the City's sidewalk network supports transit use by improving pedestrian accessibility and promotes pedestrian safety by providing clear and unobstructed pathways for the public.

In 2007, construction of the City's sidewalk network will continue based on priorities and a funding strategy approved by City Council in 2004. The goal of the City's sidewalk construction program is to provide sidewalks on both sides of all streets based on the following priorities:

- Transit routes
- Arterial streets
- Pedestrian collector routes
- Higher-zoned streets
- Local streets

Further, City Council approved expediting the completion of the sidewalk network on both sides of all transit routes and developed arterial streets by 2007 and 2009 respectively.

GRANVILLE MALL/CAMBIE STREET RECONSTRUCTION

\$10.50 MILLION

Two major street reconstruction and improvement projects are underway over the next two years: Granville Mall and Cambie Street. Work will commence in 2007 and be completed in 2009, and is being coordinated with street repairs for the Canada Line rapid transit project in order to minimize the impact to the community and improve construction efficiency. Cost-sharing opportunities have been confirmed with Translink for both projects.

Scope of work includes:

- Resurfacing Cambie Street from 2nd Avenue to Southwest Marine Drive, restoring curb and gutters where needed, and performing public realm improvements and beautification
- Enhancing the transit and pedestrian environment and revitalizing the centre of downtown through design and reconstruction of Granville Street downtown from the Granville Street Bridge to Cordova Street

CARRALL STREET GREENWAY

\$3.50 MILLION

Completion of the Carrall Street Greenway in late 2007/early 2008 will provide a multi-use path that allows cyclist, in-line skaters, and pedestrians to connect from the existing False Creek seawall to the Burrard Inlet through International Village, Chinatown, and Gastown. The gross construction cost is estimated at \$5.00 million, with \$1.50 million funding allocated in 2006 and the remaining \$3.50 million in 2007.

2007 Capital Budget by Program

PARK BOARD CAPITAL

City Council provides the overall approval and financial aspects of Park Board's Capital Budget. The revised 2006-2008 Capital Plan contemplates City funding of \$35.13 million for Parks and Recreation programs and \$39.0 million for Community Legacy Projects: Community ice rinks at Killarney and Trout Lake, and the Hillcrest Curling Venue and Percy Norman Aquatic Centre.

The 2007 Capital Budget provides \$11.14 million for Parks and Recreation Programs and \$33.0 million for Community Legacy Projects from the following sources of funding:

- Plebiscite-approved borrowing authority – \$37.88 million
- DCL – \$5.86 million
- CAC – \$0.40 million

Including external contributions totalling \$6.95 million and interim financing from the Capital Financing Fund (CFF) totalling \$19.46 million, the gross Park Board Basic Capital for 2007 will be \$70.55 million. (Note: Interim financing of \$19.46 million from CFF does not include \$2.30 million for the Hillcrest Library.)

Park Board's request for \$4.50 million of additional city-wide DCL funding for the development of the Trillium Park site as a sport and active recreation park in the False Creek basin is under consideration by City Council in conjunction with other City priorities.

2007 PARK BOARD CAPITAL FUNCTIONAL SUMMARY



PARK BOARD CAPITAL PLAN PRIORITIES

The most significant priority for the 2006-2008 Park Board Capital Plan continues to be facilities construction for the 2010 Olympic and Paralympic Winter Games and subsequent community legacy uses.

Other priorities include fulfilling the Parks and Recreation Program objectives as outlined in the Plan which were established with reference to the following criteria:

- Directions established by long-range renewal plans approved by Park Board with respect to community centres, aquatic facilities, and sport playing fields

2007 Capital Budget by Program

- Park land acquisition, development, and renewal in response to identified community needs
- Life cycle replacement of facility roofs, coating, interior fabrics, and mechanical systems, with the need for scheduled work confirmed by condition assessments
- Identified infrastructure or equipment deficiencies, particularly where there is risk of progressive deterioration with cost implications or potential hazard
- Regulatory requirements (including safety, security, and environmental mandates)
- Service equity issues
- Service requirements due to population growth
- Partnership opportunities with other departments, agencies with overlapping mandates, and non-profit community groups
- Park Board Strategic Plan and other policy considerations

Below are highlights of major projects planned for 2007 and Park Board's share of the project cost.

PARKS AND RECREATION PROGRAMS

NEIGHBORHOOD PARK ENHANCEMENTS

\$3.73 MILLION

Public consultation, design, and construction for three park renewal projects will be undertaken:

- Oppenheimer Park – Replacement of park fieldhouse which serves as a supervision and program centre for community outreach from the Carnegie Centre
- Tecumseh Park – Improvement to the usability of this underdeveloped eastside park
- Sunset Park – Re-integration of the old community centre site into the park once the new Sunset Community Centre opens at Main and 53rd Avenue

Park re-development projects encompassing landscaping, site infrastructure and services will be undertaken in association with the Olympic Legacy Projects to ensure high aesthetic and usage standards:

- Killarney Park
- John Hendry Park (Trout Lake)
- Park land around the Hillcrest Complex

SPORT FIELDS AND SPORT COURTS

\$2.25 MILLION

One synthetic turf field will be developed which will be the third of a planned rollout of six synthetic playfields by 2011 as per Park Board's long-range field renewal plan. The long-term program to rebuild and repair grass playing fields will continue, with the focus on Connaught Park, Bobolink Park, and Douglas Park. The lacrosse box at Renfrew will be reconstructed and the tennis courts at Queen Elizabeth Park and Memorial South Park will be enhanced.

PLAYGROUND UPGRADES

\$0.25 MILLION

Playground renewal projects will be undertaken at Kitsilano, MacLean, and Oak Parks to enhance safety and play value. A new playground at Ceperley Park, funded by senior governments, will be dedicated as a commemorative site in memory of the Air India victims.

2007 Capital Budget by Program

PARK INFRASTRUCTURE WORKS AND MINOR UPGRADES

\$0.80 MILLION

Implementation of the Park Board Master Plan will continue, including control and management of invasive plant species in Everett Crowley Park, as well as utility upgrades and road resurfacing in Stanley Park.

COMMUNITY PARK PARTNERSHIPS AND PARK PLANNING

\$0.15 MILLION

The Neighborhood Matching Fund program will continue to support community-based park and open space improvement projects. A special park planning project will focus on naturalizing and enhancing Still Creek where it flows through Renfrew Community Park and Renfrew Ravine Park on Vancouver's east side.

MAJOR FACILITY MAINTENANCE AND INFRASTRUCTURE UPGRADES

\$1.80 MILLION

Major facility maintenance work, including roofing, painting, flooring, and asbestos abatement projects, will continue at community centres, rinks, pools, and other Park Board facilities. Interior and exterior priority improvements to Nat Bailey Stadium will be completed. Water conservation measures will be implemented in Park Board facilities. Emergency restoration of Vivian Creek in Faserview Golf Course will be undertaken, and ongoing improvement to turf and garden bed irrigation systems will continue. Tee time software and system will be upgraded.

STREET TREE PLANTING

\$0.25 MILLION

The Street Tree Management Plan approved by Park Board and City Council in 1990, aimed at enhancing and diversifying the urban forest over a 20-year period and increasing the city-wide stocking level to 70 per cent by 2010, will continue.

COMMUNITY LEGACY PROJECTS

\$33.00 MILLION

The Community Legacy Projects, including the community ice rinks at Killarney and Trout Lake and the complex at Hillcrest which will house the curling venue and the Percy Norman Aquatic Centre, have to be completed in time for the 2010 Games.

Including external contributions totalling \$5.00 million and interim financing from the Capital Financing Fund (CFF) totalling \$19.46 million, the Gross Capital Budget for these projects will be \$57.46 million. (Note: Interim financing of \$19.46 million from CFF does not include \$2.30 million for the Hillcrest Library.)

2007 Capital Budget by Program

PUBLIC SAFETY

The revised 2006-2008 Capital Plan contemplates City funding of \$24.10 million for Public Safety projects including replacement of Firehall #15 and relocation, replacement and/or upgrades of various Police facilities. The 2007 Capital Budget provides \$25.01 million from the following sources of funding:

- Plebiscite-approved borrowing authority – \$21.34 million
- Capital from Revenue (Inflation Adjustment) – \$3.76 million

Below are highlights of major projects planned for 2007.

REPLACEMENT OF FIREHALL #15

\$7.61 MILLION

The existing Firehall #15 is a two-bay, wood frame structure that is over 90 years old. This facility has deteriorated significantly over the years and no longer satisfies the operational needs of Vancouver Fire and Rescue Services (VF&RS). Replacement of the facility with a three-bay, fully functional firehall is considered a high priority.

The total estimated cost of the project is \$8.41 million. \$0.80 million of debenture funding was allocated in previous years for design development. The 2007 funding allocation includes an additional \$4.10 million of debenture funding and \$3.51 million of Capital from Revenue (inflation adjustment).

RELOCATION OF DOG SQUAD OFFICES AND KENNEL

\$2.95 MILLION

The existing Dog Squad facility at the former Cambie Work Yards, in use since 1969, has exceeded its useful life and is inadequate in meeting the operational needs of Vancouver Police Department (VPD). As well, the current site will be incorporated into future South East False Creek (SEFC) re-development. Relocation of this facility to 755 Evans Avenue is considered a high priority.

The total estimated cost of the project is \$3.4 million. \$0.45 million of debenture funding was allocated in previous years. The 2007 funding allocation includes \$1.2 million debenture funding for Police Facility, and \$1.75 million allocation from the Inflation Adjustment Fund (Capital from Revenue).

FORCE OPTIONS TRAINING CENTRE

\$15.50 MILLION

An indoor training facility that accommodates firearm and force options training and re-certification for sworn police officers of VPD is required to replace the old range at 312 Main Street that was closed for environmental and health and safety concerns. Over the past years, VPD has been conducting firearms training at an outdoor range in Port Coquitlam. In 2001, the Province announced plans to withdraw permits for outdoor ranges which would have left all Lower Mainland police agencies with no place to conduct mandatory firearms training. At the request of these agencies, an extension of the operating permits was granted until alternative facilities could be provided. Construction of this facility is considered a high priority.

The total estimated cost of the project is \$26.00 million entirely from debenture funding, including \$10.50 million allocated in previous years and \$15.50 million allocated in 2007.

2007 Capital Budget by Program

COMMUNITY SERVICES INITIATIVES

The revised 2006-2008 Capital Plan contemplates City funding of \$24.2 million for programs/projects relating to social and cultural facilities owned by the City and by others. These include upgrading and relocation of daycare, social service and cultural facilities; a contribution to the Affordable Housing Fund; the Emerging Neighborhood Program; and continuation of the Public Art Program. It also provides \$5 million for civic theatres and \$6.7 million for the Cultural Reinvestment and Olympic Legacy Fund that can be accessed for renewal or upgrade of major cultural facilities or for other Olympic legacies where senior government and community partner funding can be leveraged.

The 2007 Capital Budget provides \$11.19 million from the following sources of funding:

- Plebiscite-approved borrowing authority – \$9.00 million
- Capital from Revenue – \$2.19 million

Below are highlights of major projects planned for 2007 and the City's share of the project cost.

NON-MARKET HOUSING UPGRADES

\$0.11 MILLION

Interior upgrade program will continue at Gresham and Old Continental Residences to provide enhanced liveability to the tenants. Planned work includes replacement of worn bed frames and mattresses, appliances, community kitchen equipment, window frames, and sink counters, and painting and flooring upgrades as required.

EMERGING NEIGHBORHOOD PROGRAM

\$0.15 MILLION

A number of strategic initiatives for the Downtown Eastside, in partnership with senior government and/or private sector, are under development using funding allocated in the previous years (e.g. lease subsidy program, women wellness centre).

The Heritage Façade Rehabilitation Grant Program, which started in 2003 as an initiative to revitalize the downtown neighborhoods, will continue to assist owners with the cost of rehabilitating heritage building facades.

CHILDCARE AND SOCIAL SERVICE

\$0.81 MILLION

Planned Provincial Partnership and At Risk Projects include relocation and/or replacement of two 30 year-old portable facilities: \$0.56 million for YMCA Nanook Daycare and \$0.25 million for Montessori Daycare, or other priority childcare projects.

CAPITAL GRANTS

\$0.12 MILLION

The Capital Grants Program will continue to provide financial support up to one-third of total project costs to non-profit social service, daycare, and cultural organizations for construction, renovation, or repairs that are not owned by the City.

PUBLIC ART PROGRAM

\$0.25 MILLION

Planned work for the Civic Public Art Program includes #1 Kingsway (Phase II); Carrall Street (Phase II) and Ridgeway East Greenways; Kingsway Knight Street Improvement; First Nations artwork at Brockton Point and Vanier Park; and the next phase of SEFC Public Art Planning.

The Community Public Art Program will continue to engage artists and communities in addressing neighborhood issues and opportunities.

2007 Capital Budget by Program

CITY-OWNED CULTURAL FACILITIES UPGRADES

\$0.75 MILLION

The Vancouver East Cultural Centre (VECC) was built in 1909 and is in serious need of repair. In March 2005, City Council demonstrated support for capital expansion of the VECC and approved an initial contribution of \$0.75 million in the 2003-2005 Capital Plan. Subsequently, City Council further approved two grants in principle: \$0.75 million from the 2006-2008 Capital Plan and \$1.00 million from the 2009-2011 Capital Plan. Funding allocation in 2007 will be used for completion of the Phase I construction.

QUEEN ELIZABETH THEATRE COMPLEX

\$9.00 MILLION

The Cultural Precinct Re-development Project – Phase 1 includes the capital renewal of the Queen Elizabeth (QE) Theatre, the Playhouse, and the Orpheum. Planned work for 2007 includes the QE Theatre auditorium infrastructure upgrades with the balance of the work to be completed over the summers of 2008 and 2009.

OTHER CAPITAL

The revised 2006-2008 Capital Plan contemplates City funding of \$28.53 million for library facilities, civic facilities maintenance and upgrades, information technology maintenance and expansion, and other special projects.

The 2007 Capital Budget provides \$12.99 million from the following sources of funding:

- Plebiscite approved borrowing authority – \$1.83 million
- Capital from Revenue – \$11.16 million

Including interim financing from the Information Technology Long-term Financing Plan totalling \$1.05, the Gross 2007 Other Capital will be \$14.04 million.

Below are highlights of major projects planned for 2007.

LIBRARY

\$0.35 MILLION

The customer service centre at Central Library will be re-designed to improve workflow and public services. Ongoing renewal and refurbishment of branch libraries will continue.

FACILITY UPGRADE AND BUILDING MAINTENANCE PROGRAM

\$1.63 MILLION

CITY HALL PRECINCT UPGRADES AND RENOVATIONS

\$0.15 MILLION

Office facilities upgrade and renovation projects will be undertaken within the City Hall precinct to accommodate new project teams and changing priorities, as well as to improve public accessibility.

CIVIC FACILITIES MAINTENANCE PROGRAMS

\$1.18 MILLION

Priority life cycle replacement projects will be undertaken at civic facilities to support their long-term operation. These include building interiors, building envelope, mechanical systems, heating, ventilation, and air conditioning systems, emergency major maintenance, and inspections and audits.

2007 Capital Budget by Program

ENVIRONMENTAL MAINTENANCE PROGRAMS

\$0.30 MILLION

Removal, disposal, and elimination of hazardous materials from City-owned facilities will continue to ensure compliance with WorkSafeBC (WCB) regulations and to provide a safe work environment for City staff and the public.

ACCESS VANCOUVER

\$11.01 MILLION

311 CITIZEN SERVICE CENTRE

\$10.3 MILLION

In 2006, Council approved the implementation of a 311 citizen service centre to enhance public accessibility to city services and information. The project entails the establishment of a call centre facility, purchase of call centre software, creation of a knowledge database, and deployment of a team of technical and business subject matter experts to implement the technology and processes necessary to operationalize the 311 citizen service centre. Anticipated to "go live" in spring of 2009, the citizen service centre will be staffed with 35 fully-trained Citizen Service Representatives and will provide Vancouver citizens a single-point-of-access to most City information and services.

ELECTRONIC RECORDS AND DOCUMENT MANAGEMENT SYSTEM (ERDMS)

\$0.71 MILLION

The project entails the purchase and implementation of an enterprise ERDMS that will enable the City to efficiently manage all records and documents created and maintained in both electronic and hardcopy format. It will manage security, retrieval, and retention of City records and provide a means of collaboration.

\$1.00 million was allocated in 2006 to fund the feasibility study and business case development for an enterprise ERDMS. The 2007 budget allocation, combined with the funding carried forward from 2006, will enable development of a Request for Proposal (RFP) to purchase the records management software and Phase I implementation. Funding for Phase II implementation will be requested in the 2009-2011 Capital Plan.

INFORMATION TECHNOLOGY

SAP E-RECRUITMENT IMPLEMENTATION

\$0.61 MILLION

Implementation of the SAP E-Recruiting Module will enhance the way in which the City interfaces with potential job candidates. Expected benefits will include, but not be limited to, shorter competition turnaround time, enhanced consistency in the recruitment process, automation of the existing 'paper-driven' competition process, and integration with the SAP Human Resources Module. Funding will be available in the 2008 Capital Budget, however, to enable the project to proceed in 2007, interim financing has been provided from the Information Technology Long Term Financing Plan, which will be repaid from the 2008 Capital Budget.

MUNICIPAL WIRELESS NETWORK INITIATIVE

\$0.44 MILLION

City Council approved the Municipal Wireless Network initiative in February 2007 and instructed staff to pursue a public/private partnership option. Interim financing has been provided from the Information Technology Long-Term Financing Plan to provide funding for technical consulting, public consultation, and project management leading to completion of a RFP process. As these funds are anticipated to be recovered from a business arrangement with a private partner, repayment to the Information Technology Long-Term Financing Plan is conditional on conclusion of a successful partnership.

2007 Capital Budget by Program

2007 SUPPLEMENTARY CAPITAL

Supplementary Capital provides a source of funding for capital and capital maintenance expenditures that arise during the three-year duration of the Capital Plan. The 2006-2008 Capital Plan contemplates \$3.00 million of Capital from Revenue for the Supplementary Capital Budget. In March 2007, City Council approved the 2007 Operating Budget which included a provision of \$1.00 million for Supplementary Capital.

Supplementary Capital funding priorities are established based on the following criteria:

- Compliance with legal and/or regulatory requirements
- Mitigation of unacceptable risks (legal, public and employee health and safety, financial, business continuity)
- Replacement of aging and obsolete technology
- Enhancement of health and safety conditions
- Enhancement of operational effectiveness and efficiency
- Enhancement of security, internal control, policy compliance and management capabilities

Below are highlights of priority projects for 2007 and the Supplementary Capital allocation.

CIVIC FACILITIES MAINTENANCE AND UPGRADES

\$0.82 MILLION

- City Hall precinct renovations to enhance office functionality
- Installation of HVAC at Collingwood and Marpole public libraries
- Electrical panel rewiring at Queen Elizabeth Theatre
- Installation of security fence at Carnegie Centre

OTHER PROJECTS

\$0.18 MILLION

- Replacement of VPD's covert intercept system - hardware and workstation equipment

TOTAL SUPPLEMENTARY CAPITAL

\$1.00 MILLION

SCHEDULE C-2

2007 CAPITAL BUDGET SUMMARY (\$000's)

	REVISED 2006-2008 CAPITAL PLAN	2006 ALLOCATION	BORROWING AUTHORITY	2007 ALLOCATION CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	UNALLOCATED FUNDING
ENGINEERING							
Public Works							
Streets and Bridge Infrastructure	27,800	7,550	16,635			16,635	3,615
Pedestrian and Cycling Facilities	24,200	9,700	7,390		2,050	9,440	5,060
Strategic Transportation and Traffic Signals	16,600	8,250	3,398		415	3,813	4,537
Local Area Improvements	13,700	6,315	3,000			3,000	4,385
Communications and Street Lighting	7,050	2,420	1,732	350		2,082	2,548
Yards	300						300
Sewers and Drainage	74,430	27,912	24,893			24,893	21,625
Waterworks	54,870	15,194	16,734			16,734	22,942
Total - Engineering	218,950	77,341	73,782	350	2,465	76,597	65,012
PARKS AND RECREATION							
Park Development	15,982	4,825	1,570		6,012	7,582	3,575
Land Acquisition	6,000	3,000				0	3,000
Recreational Facilities	8,500	1,475	1,805			1,805	5,220
Street Trees	750	250	250			250	250
Overhead and Project Management	3,900	1,500	1,250		250	1,500	900
Total - Parks and Recreation	35,132	11,050	4,875		6,262	11,137	12,945
COMMUNITY LEGACY PROJECTS	39,000	5,500	33,000			33,000	500
PUBLIC SAFETY							
Firehall Replacement and Upgrades	4,600	500	4,100			4,100	0
Police Facilities Replacement and Upgrades	19,500	2,260	17,240			17,240	0
Total - Public Safety	24,100	2,760	21,340			21,340	0
COMMUNITY SERVICES							
Affordable Housing	12,200	5,175					7,025
Non-market Housing	200	60		110		110	30
Emerging Neighborhood	4,600	1,500		150		150	2,950
City-owned Social Facilities	4,945	1,830		814		814	2,301
Capital Grants	500	150		120		120	230
Public Art on Capital Projects	1,000	300		250		250	450
Cultural Heritage Building Upgrades	750			750		750	0
Civic Theatres	5,000		5,000			5,000	0
Cultural Re-investment Fund/Olympic Legacy	6,700	1,000	4,000			4,000	1,700
Total - Community Services	35,895	10,015	9,000	2,194		11,194	14,686
OTHER CAPITAL							
Library Facilities Planning	3,300	2,650	350			350	300
Information Technology Maintenance and Expansion	2,680	880					1,800
Corporate Risk Data Management System	600	300					300
Access Vancouver							0
311 Public Access Initiative	10,300			10,300		10,300	0
Electronic Records and Data Management System	2,000	1,000		706		706	294
Civic Facilities Maintenance and Upgrades	9,650	4,905	1,484	150		1,634	3,111
Total - Other Capital	28,530	9,735	1,834	11,156		12,990	5,805
Supplementary Capital	3,000	1,000		1,000		1,000	1,000
Inflation Adjustment¹ & Debenture Discounts	8,000	1,500		3,800		3,800	2,700
TOTAL	392,607	118,901	143,831	18,500	8,727	171,058	102,648

¹ Inflation Adjustment Funding totalling \$5.26 million has been allocated to the Firehall #15 replacement project (\$3.51 million) and the VPD Dog Squad relocation project (\$1.75 million).

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
ENGINEERING						
STREETS						
INFRASTRUCTURE						
Repair of Deteriorated Arterial Streets	4,000			4,000	3,067	7,067
Peat Street Reconstruction	500			500		500
Major Maintenance – City Bridges	185			185		185
Pavement and Materials Research	100			100		100
Reconstruction of Residential Streets and Lanes	1,000			1,000		1,000
Rehabilitation Work Complementing Cut Restoration and Development	350			350		350
Granville Mall Reconstruction	5,000			5,000	5,500	10,500
Cambie Street Reconstruction	5,500			5,500	6,500	12,000
Subtotal – Infrastructure	16,635			16,635	15,067	31,702
PEDESTRIAN AND CYCLING FACILITIES						
New Sidewalks	300		1,000	1,300	150	1,450
Sidewalk Reconstruction – Local Improvements	1,500			1,500	275	1,775
Curb Ramp Program	500		175	675	30	705
Bicycle Network	1,400			1,400	900	2,300
Beautification and Street Trees	100		100	200		200
Pedestrian and Other Structures	65			65		65
Greenways	325		475	800		800
Carrall Street Greenway	3,200		300	3,500	222	3,722
Subtotal – Pedestrian and Cycling Facilities	7,390		2,050	9,440	1,577	11,017
TRAFFIC SIGNALS						
Traffic Signal Program	1,000			1,000		1,000
Modification of Existing Signals	365			365		365
Replace Aging Signal Plant	835			835	165	1,000
Subtotal – Traffic Signals	2,200			2,200	165	2,365
STRATEGIC TRANSPORTATION						
Arterial Improvements	948		415	1,363	1,319	2,682
Bus Slabs and Landing	250			250		250
Subtotal – Strategic Transportation	1,198		415	1,613	1,319	2,932
LOCAL AREA TRAFFIC PLANS AND OTHER IMPROVEMENTS						
Installation of Neighborhood Traffic Calming	750			750		750
Residential Streets – Local Improvements	1,000			1,000	800	1,800
Higher Zoned Lanes – Local Improvements	50			50	450	500
Residential Lanes – Local Improvements	500			500	1,000	1,500
Drainage and Utility Relocation Prior to Paving	200			200		200
Neighborhood Collector Program	500			500		500
Subtotal – Local Area Traffic Plans and Other Improvements	3,000			3,000	2,250	5,250
TOTAL – STREETS	30,423		2,465	32,888	20,378	53,266

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
ENGINEERING						
COMMUNICATIONS						
Underground Cable Replacement		200		200		200
Underground Cable Expansion		150		150		150
TOTAL - COMMUNICATIONS		350		350		350
STREET LIGHTING						
Renovate and Replace Plant	1,682			1,682		1,682
New Local Improvements	50			50	228	278
TOTAL - STREET LIGHTING	1,732			1,732	228	1,960
TOTAL - PUBLIC WORKS	32,155	350	2,465	34,970	20,606	55,576
SEWERS AND DRAINAGE						
SYSTEM REPLACEMENT AND SEPARATION						
Main Sewer Reconstruction	20,417			20,417	218	20,635
Connection and Manhole	460			460		460
Local Repairs, Catch Basins, and Spur Reconstruction	100			100	200	300
Upgrade and Replacement of Pump Stations	2,900			2,900		2,900
Subtotal - System Replacement and Separation	23,877			23,877	418	24,295
SYSTEM MANAGEMENT						
Television Inspection	230			230		230
Investigation for Design	116			116		116
Subtotal - System Management	346			346		346
OTHER POLLUTION ABATEMENT						
Sewer Separation on Private Property	650			650		650
Still Creek Environmental Initiatives	20			20		20
Subtotal - Other Pollution Abatement	670			670		670
TOTAL SEWERS - SEWERS AND DRAINAGE*	24,893			24,893	418	25,311

* Public Sewers Connections that are funded from permit fees on a cost recovery basis are not included.

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
WATERWORKS						
AGING INFRASTRUCTURE						
Distribution Main Replacement	10,039			10,039		10,039
Transmission Main Replacement	2,654			2,654		2,654
Replacement of Meters and Services	2,468			2,468		2,468
Replacement of Fire Hydrants	184			184		184
PRV Stations	10			10		10
Subtotal - Aging Infrastructure	15,355			15,355		15,355
ADDRESSING GROWTH						
Fire Upgrading for Development	86			86		86
New Meters and Services	270			270		270
Subtotal - Addressing Growth	356			356		356
DEDICATED FIRE PROTECTION SYSTEM	151			151		151
INVESTIGATION, MONITORING AND CONTROL						
Telemetry System	50			50		50
Engineering Site Investigation	155			155		155
Subtotal - Investigation, Monitoring and Control	205			205		205
WATER QUALITY PROJECTS	667			667		667
TOTAL - WATERWORKS	16,734			16,734		16,734
TOTAL - ENGINEERING PUBLIC WORKS, SEWERS, AND WATERWORKS	73,782	350	2,465	76,597	21,024	97,621

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCU/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
PARKS & RECREATION						
PARK DEVELOPMENT						
NEIGHBORHOOD PARK RENEWAL						
Park Renewal Projects (Oppenheimer, Sunset, Tecumseh)	270		2,100	2,370		2,370
Mount Pleasant Park			100	100		100
Hillcrest Park	300			300		300
Air India Memorial Ceperley Park					860	860
Park Re-development in conjunction with Community Legacy Projects			1,362	1,362		1,362
Subtotal - Neighborhood Park Renewal	570		3,562	4,132	860	4,992
PLAYGROUNDS - REPLACEMENTS, UPGRADES, AND NEW						
			250	250		250
PLAYFIELDS						
Rebuilds, Repair, Deep-tining	250		150	400		400
Synthetic Turf Development			1,500	1,500	400	1,900
Subtotal - Playfields	250		1,650	1,900	400	2,300
SPORT COURTS - REPAIR AND REBUILD						
	350			350		350
PARK - IMPROVEMENTS AND UPGRADES						
	150			150		150
CONSERVATION AND RESTORATION (EVERETT CROWLEY PARK)						
			100	100		100
PARK INFRASTRUCTURE						
Stanley Park - Utility Upgrades	150			150		150
Stanley and QE Parks - Road Resurfacing			400	400		400
Subtotal - Park Infrastructure	150		400	550		550
NEIGHBORHOOD MATCHING FUND AND PARK PARTNERS						
	50			50		50
PARK PLANNING AND RESEARCH						
Park Design Studies			50	50		50
Planning and Feasibility Studies	50			50		50
Subtotal - Park Planning and Research	50		50	100		100
TOTAL - PARK DEVELOPMENT	1,570		6,012	7,582	1,260	8,842

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
PARKS & RECREATION						
RECREATIONAL FACILITIES						
IMPROVEMENTS AND RENOVATIONS						
Nat Bailey Stadium – Roof and Other Improvements	500			500		500
Fieldhouses and Washrooms – Renovations and Upgrades	100			100		100
Facilities – Other Renovation and Upgrade Projects					695	695
Subtotal – Improvements and Renovations	600			600	695	1,295
MAJOR MAINTENANCE						
Roof Replacements	300			300		300
Painting – Interior and Exterior	150			150		150
Flooring Replacement	50			50		50
Abatement Program – Asbestos, Lead Paint, Mold	100			100		100
Community Centres – Other Major Maintenance	150			150		150
Pools – Other Major Maintenance	100			100		100
Rinks – Other Major Maintenance	75			75		75
Subtotal – Major Maintenance	925			925		925
WATER CONSERVATION INITIATIVES	200			200		200
COMPUTER SYSTEM UPGRADES	80			80		80
TOTAL – RECREATIONAL FACILITIES	1,805			1,805	695	2,500
STREET TREES	250			250		250
OVERHEAD AND PROJECT MANAGEMENT	1,250		250	1,500		1,500
TOTAL – PARKS AND RECREATION	4,875		6,262	11,137	1,955	13,092

COMMUNITY LEGACY PROJECTS

Practice Rinks at Killarney and Trout Lake	15,400			15,400	7,500	22,900
Percy Norman Pool Replacement	17,600			17,600	10,460	28,060
Hillcrest Complex					8,800	8,800
TOTAL – COMMUNITY LEGACY PROJECTS	33,000			33,000	26,760	59,760

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
PUBLIC SAFETY						
FIREHALL#15 REPLACEMENT ¹	4,100	3,510		7,610		7,610
POLICE FACILITIES REPLACEMENT AND UPGRADES						
Forced Options Training Facility	15,500			15,500		15,500
Dog Squad Offices and Kennel Relocation ²	1,200	250		1,450		1,450
Transition Funding	540			540		540
Subtotal - Police Facilities Replacement and Upgrades	17,240	250		17,490		17,490
TOTAL - PUBLIC SAFETY	21,340	3,760		25,100		25,100

COMMUNITY SERVICES INITIATIVES

Non-market Housing Upgrades		110		110		110
Emerging Neighborhood - Heritage Façade						
Rehabilitation Program		150		150		150
City-owned Social Facilities - Childcare Re-investment		814		814		814
Capital Grants for Non City-owned Social Facilities		120		120		120
Public Art Program		250		250		250
Cultural Heritage Building Upgrades						
(Vancouver East Cultural Centre)		750		750		750
Civic Theatres Re-development ³	9,000			9,000		9,000
TOTAL - COMMUNITY SERVICES	9,000	2,194		11,194		11,194

¹ Includes \$3.51 million from the Inflation Adjustment provision.

² Includes \$1.75 million from the Inflation Adjustment provision: 2006 - \$1.5 million and 2007 - \$0.25 million.

³ Includes \$5 million from the Cultural Re-investment Fund.

SCHEDULE C-3

2007 CAPITAL BUDGET BY PROGRAM (\$000's)

	BORROWING AUTHORITY	CAPITAL FROM REVENUE	DCL/CAC	BASIC CAPITAL BUDGET	OTHER FUNDING SOURCES	GROSS CAPITAL BUDGET
OTHER CAPITAL						
LIBRARY FACILITIES PLANNING						
Central Library	250			250		250
Branch Libraries	100			100		100
Total - Library Facilities Planning	350			350		350
INFORMATION TECHNOLOGY MAINTENANCE AND EXPANSION						
SAP E-Recruitment					613	613
Municipal Wireless Network					440	440
Total - Information Technology Maintenance and Expansion					1,053	1,053
ACCESS VANCOUVER						
311 Public Access Initiative		10,300		10,300		10,300
Electronic Records and Data Management System		706		706		706
Total - Access Vancouver		11,006		11,006		11,006
CIVIC FACILITIES MAINTENANCE AND UPGRADES						
City Hall Precinct Upgrades		150		150		150
Environmental Maintenance Programs	300			300		300
Civic Property Maintenance Programs	1,184			1,184		1,184
Total - Civic Facilities Maintenance and Upgrades	1,484	150		1,634		1,634
TOTAL - OTHER CAPITAL	1,834	11,156		12,990	1,053	14,043
SUPPLEMENTARY CAPITAL						
CIVIC FACILITIES MAINTENANCE AND UPGRADES						
City Hall Precinct Renovations to Enhance Office Functionality		544		544		544
Installation of HVAC at Collingwood and Marpole Public Libraries		63		63		63
Electrical Panel Re-wiring at Queen Elizabeth Theatre		57		57		57
Installation of Security Fence at Carnegie Centre		160		160		160
Total - Civic Facilities Maintenance and Upgrades		824		824		824
REPLACEMENT OF VPD'S COVERT INTERCEPT SYSTEM		176		176		176
TOTAL - SUPPLEMENTARY CAPITAL		1,000		1,000		1,000
DEBENTURE DISCOUNT		40		40		40
TOTAL - 2007 CAPITAL BUDGET	143,831	18,500	8,727	171,058	50,792	221,850

SCHEDULE C-4

2000 - 2008 CAPITAL PLAN HISTORY (000's)	REVISED ¹ 2000-2002 CAPITAL PLAN	REVISED ¹ 2003-2005 CAPITAL PLAN	REVISED ¹ 2006-2008 CAPITAL PLAN
ENGINEERING			
PUBLIC WORKS			
Streets	44,780	64,635	82,300
Communications	920	2,015	1,900
Street Lighting	4,227	5,060	5,150
Yards	15,928	1,935	300
Sewers	51,045	58,750	74,430
Waterworks	52,400	46,000	54,870
TOTAL - ENGINEERING	169,300	178,395	218,950
PARKS AND RECREATIONS	31,500	46,170	35,132
COMMUNITY LEGACY PROJECTS			39,000
PUBLIC SAFETY			
Firehall Replacement and Upgrades	3,050	300	4,600
Police Facilities Replacement and Upgrades	450	9,620	19,500
TOTAL - PUBLIC SAFETY	3,500	9,920	24,100
COMMUNITY SERVICES INITIATIVES (INCLUDING CIVIC THEATRES)	9,200	15,075	35,895
OTHER CAPITAL			
Library Facilities Planning	500	5,110	3,300
Information Technology Maintenance and Expansion		11,500	2,680
Corporate Risk Data Management			600
Access Vancouver			
311 Public Access Initiative			10,300
Electronic Record and Document Management System			2,000
Civic Facilities Maintenance and Upgrades	7,400	7,250	9,650
Canada Line 2nd Avenue Station		5,000	
#1 Kingsway Civic Centre - Additional Funding		2,360	
Little Mountain Neighbourhood House		2,340	
TOTAL - OTHER CAPITAL	7,900	33,560	28,530
SUPPLEMENTARY CAPITAL	5,000	3,000	3,000
INFLATION ADJUSTMENT AND DEBENTURE DISCOUNT		250	8,000
TOTAL - CAPITAL PLAN	226,400	286,370	392,607
COST SHARING PROJECTS - UNALLOCATED²		250	
CARRY-FORWARD FROM PRIOR YEAR PLANS	2,122		
TOTAL - CAPITAL PLAN INCLUDING UNALLOCATED AND CARRY-FORWARD	228,522	286,620	392,607

¹ Revised to reflect subsequent changes approved by Council.

² Of the \$20 million Cost Sharing Project Fund, \$19.75 million was allocated to specific projects and related debenture discounts, leaving an unallocated balance of \$0.25 million.

SCHEDULE C-5

BORROWING AUTHORITY 2006 - 2008

Sewer and Water Borrowing Authority is approved by Council and is not subject to voter plebiscite.

Borrowing Authority for other Capital Programs/Projects was approved by voter plebiscite in November 2005.

PUBLIC WORKS

STREETS AND BRIDGE INFRASTRUCTURE

\$27.80 MILLION

To provide for major maintenance and reconstruction of the arterial and residential street and lane networks and to undertake major maintenance on the City's bridges.

PEDESTRIAN AND CYCLING FACILITIES

\$21.50 MILLION

To provide sidewalks, bikeways, curb ramps, greenways, walkways and other facilities in public corridors and open spaces to develop a City-wide network that emphasizes pedestrian and bicycle movements.

TRANSIT AND SAFETY IMPROVEMENTS

\$11.60 MILLION

To provide facilities that improve traffic safety and transit services, including improvements to arterial streets and construction of left turn bays, major maintenance and modifications to existing traffic signals, and the construction of new traffic and pedestrian signals.

LOCAL AREA IMPROVEMENTS

\$13.20 MILLION

To provide for neighborhood traffic initiatives that reduce through traffic in neighborhoods; to provide the City's share of local improvement projects on streets and lanes, including construction of new curbs and gutters, installation of new street and lane lighting, and to provide other beautification features.

TOTAL PUBLIC WORKS

\$74.10 MILLION

PUBLIC SAFETY AND CIVIC FACILITIES

PUBLIC SAFETY

\$24.10 MILLION

To provide for replacement of aging facilities of the Vancouver Police Department and Vancouver Fire Department that are beyond economical repair and no longer meet operational needs.

CIVIC FACILITIES

\$15.8 MILLION

To provide for the major maintenance, rehabilitation and replacement of civic facilities and social and cultural facilities owned by the City, which are beyond economical repair and no longer meet operational needs.

LIBRARY

\$2.5 MILLION

To purchase a site for a new Downtown Eastside/Strathcona branch library.

TOTAL PUBLIC SAFETY AND CIVIC FACILITIES

\$ 42.40 MILLION

SCHEDULE C-5

PARKS AND RECREATION FACILITIES

RECREATION FACILITIES

\$10.66 MILLION

To provide for major maintenance, upgrading, replacement and/or expansion of community centre facilities, ice rinks, field houses, community pools, and other parks and recreation facilities, including Renfrew Pool, Nat Bailey Stadium and Van Dusen Gardens.

PARK DEVELOPMENT

\$8.41 MILLION

To provide for the improvement or development of city-wide and neighborhood parks, shoreline stabilisation, sport fields and playgrounds; to continue the planting of street trees in city neighborhoods; to provide for maintenance and upgrading of major parks including Stanley Park and Hillcrest Parks.

TOTAL PARKS AND RECREATION FACILITIES

\$19.07 MILLION

COMMUNITY LEGACY PROJECTS - CITY SHARE

To provide for the City's share of funding for community legacy projects to be funded and developed jointly with senior governments prior to 2010. These legacies include the replacement of ice rinks at Killarney and Trout Lake and construction of a new Percy Norman Aquatic Centre as part of a complex being constructed by the Olympic Organizing Committee to include a replacement for the Riley Park community centre and ice rink, the Vancouver Curling Club and the Riley Park branch library.

TOTAL COMMUNITY LEGACY PROJECTS - CITY SHARE

\$35.00 MILLION

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